

Cabinet

Tuesday 13 December 2016

4.00 pm

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

Membership

Councillor Peter John OBE (Chair)
Councillor Stephanie Cryan

Councillor Maisie Anderson
Councillor Fiona Colley
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Victoria Mills
Councillor Johnson Situ
Councillor Mark Williams
Councillor Ian Wingfield

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for
Housing
Public Health, Parks and Leisure
Finance, Modernisation and Performance
Communities and Safety
Adult Care and Financial Inclusion
Children and Schools
Business, Employment and Culture
Regeneration and New Homes
Environment and the Public Realm

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Contact

Paula Thornton 020 7525 4395 or email: paula.thornton@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 5 December 2016



Cabinet

Tuesday 13 December 2016
4.00 pm

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

Order of Business

Item No.	Title	Page No.
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PART A - OPEN BUSINESS

MOBILE PHONES

Mobile phones should be turned off or put on silent during the course of the meeting.

1. APOLOGIES

To receive any apologies for absence.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.

3. NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED

There are no closed items scheduled for consideration at this meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.

Item No.	Title	Page No.
5.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules. The deadline for the receipt of public questions is midnight Wednesday 7 December 2016.	
6.	MINUTES	1 - 7
	To approve as a correct record the minutes of the open section of the meeting held on 1 November 2016.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputations is midnight Wednesday 7 December 2016.	
8.	PETITION FROM FOSSIL FREE SOUTHWARK	8 - 9
	To consider a petition from the group "Fossil Free Southwark" in relation to the Southwark Pension Fund.	
9.	RESPONSE TO SCRUTINY SUB-COMMITTEES' REPORT ON THE DEVELOPMENT OF A SOUTHWARK JOINT MENTAL HEALTH STRATEGY	10 - 22
	To note the current and additional actions that are being taken to address the recommendations of the education and children's scrutiny sub-committee and the healthy communities scrutiny sub-committee report.	
10.	SOUTHWARK SCHOOL STANDARDS REPORT 2016	23 - 71
	To note the 'Best start in life - Southwark school standards report 2016'.	
11.	2016 PRIMARY AND SECONDARY SCHOOL PLACE PLANNING STRATEGY UPDATE	72 - 93
	To note the updated forecasts of primary and secondary places and the potential shortfall of primary reception places in planning areas 1 (Borough, Bankside and Walworth) and planning area 2 (Bermondsey and Rotherhithe) from 2020/21 onwards.	
	To also note the potential future shortfall of secondary places.	

Item No.	Title	Page No.
12.	ACTIVITY STRATEGY FOR CHILDREN AND YOUNG PEOPLE 2017-2020	94 - 104
	To agree the proposed activity strategy for children and young people 2017-2020 and to note the grant allocation process for the provision of youth and play services.	
13.	PERFORMANCE REPORT FOR HOME CARE CONTRACTS 2015-16	105 - 121
	To note issues relating to the delivery of the home care contracts 2015-16.	
14.	HOUSING REVENUE ACCOUNT - INDICATIVE RENT SETTING AND BUDGET REPORT 2017-18	122 - 143
	To note issues associated with the housing revenue account.	
	To instruct officers to provide a final report to cabinet in January 2017 on rent setting after consultation with residents.	
15.	REFRESH OF SOUTHWARK'S ECONOMIC WELLBEING STRATEGY 2017-2022	144 - 153
	To approve the proposed refresh of the economic wellbeing strategy for 2017-2022.	
16.	ASSET MANAGEMENT PLAN FOR THE COMMERCIAL PROPERTY ESTATE	154 - 159
	To approve the asset management plan for the commercial property estate.	
17.	GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL ABBEYFIELD ESTATE HINE (MAYDEW HOUSE)	160 - 179
	To approve the revised procurement strategy for the use of the GLA's London Development Panel framework to procure development partners for the Abbeyfield Estate, High Investment Needs Estate (HINE) (Maydew House).	
18.	RESETTLEMENT OF SYRIAN REFUGEE HOUSEHOLDS	180 - 189
	To agree an overall ambition to rehouse five Syrian refugee households a year for the next five years (2017-2021) and to make a formal offer to the Home Office to resettle five Syrian refugee households in Southwark within the next year (Phase 1).	

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| 19. | STRATEGIC COORDINATION OF COUNCIL COMMISSIONING | 190 - 207 |
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To approve a council wide strategic approach to implement improved co-ordination of commissioning across the council.

OTHER ITEMS

The following items are also scheduled for consideration at this meeting:

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| 20. | THE COUNCIL TAX BASE FOR 2017-18 | |
| 21. | POLICY AND RESOURCES STRATEGY 2017-18 - 2019-20:
PROVISIONAL SETTLEMENT | |

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING

EXCLUSION OF PRESS AND PUBLIC

The following items are included on the closed section of the agenda. The Proper Officer has decided that the papers should not be circulated to the press and public since they reveal confidential or exempt information as specified in paragraphs 1-7, Access to Information Procedure Rules of the Constitution. The specific paragraph is indicated in the case of exempt information.

The following motion should be moved, seconded and approved if the cabinet wishes to exclude the press and public to deal with reports revealing exempt information:

“That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1-7, Access to Information Procedure Rules of the Constitution.”

PART B - CLOSED BUSINESS

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| 22. | MINUTES | |
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To approve as a correct record the closed minutes of the meeting held on 1 November 2016.

DISCUSSION OF ANY OTHER CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT

Date: 5 December 2016



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 1 November 2016 at 4.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Maisie Anderson (Chair)
Councillor Fiona Colley
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Victoria Mills
Councillor Johnson Situ
Councillor Mark Williams
Councillor Ian Wingfield

ELECTION OF CHAIR FOR THE MEETING

It was moved, seconded and

RESOLVED:

That Councillor Maisie Anderson be elected chair for this meeting.

1. APOLOGIES

Apologies for absence were received from Councillors Stephanie Cryan and Peter John.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were none.

3. NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED

No representations were received in respect of the items listed as closed business for the meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillor Ian Wingfield declared a disclosable pecuniary interest in items 9 and 19: Joint Venture Agreement for Commercial Waste, as a member of the London Waste and Recycling Board.

5. PUBLIC QUESTION TIME (15 MINUTES)

No public questions were received.

6. MINUTES

RESOLVED:

That the minutes of the meeting held on 20 September 2016 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

There were none.

8. CHILDCARE COMMISSION RESPONSE

RESOLVED:

1. That progress in developing the early years and childcare agenda in Southwark since the Southwark and Lambeth Childcare Commission reported in April 2015 be noted.
2. That grants for the creation of additional childcare places, as set out in paragraph 17 of the report be approved.

9. JOINT VENTURE AGREEMENT FOR COMMERCIAL WASTE SALES FUNCTION

Councillor Ian Wingfield having declared a disclosable pecuniary interest in this item, withdrew from the discussion and decision making on this matter.

Councillor Barrie Hargrove presented this item to cabinet.

RESOLVED:

1. That the council enter into a joint venture agreement with London Business Waste and Recycling Limited to create a Special Purpose Vehicle Company (SPV) for the purpose of providing a commercial waste collection service.
2. That the council's participation in the joint venture agreement be reviewed four years after commencement to consider the progress that has been made and to determine whether participation should continue.

3. That the name of the SPV is London Borough of Southwark Business Waste and Recycling Limited.
4. That the director of environment be appointed as the 'a shareholder' director of the board of the SPV representing Southwark Council.
5. That authority be delegated to the monitoring officer to sign off the following:
 - the joint venture agreement specifying the terms and conditions of the operation of the SPV
 - the fulfilment contract specifying the terms and conditions of the provision of operational services by the council to the SPV
 - the brand licence agreement authorising the use of the Southwark name and logo in accordance with specified terms and conditions.

10. ELECTORAL REVIEW OF SOUTHWARK

It was requested that a progress report with more detail be presented to cabinet, at a later stage.

RESOLVED:

1. That the final recommendations of the Local Government Boundary Commission for England's electoral review of Southwark be noted.
2. That officers review the impact of the boundaries on the council's organisation and delivery of services and make the necessary preparations to implement these changes.

11. SOUTHWARK VOLUNTARY AND COMMUNITY SECTOR STRATEGY 2017 - 2022

A representative from Community Southwark and the National Health Service Commissioning Group were in attendance to present this strategy, alongside council officers to cabinet.

RESOLVED:

That the new Southwark Voluntary and Community Sector (VCS) strategy be endorsed.

12. IMPLEMENTATION OF THE MODERNISATION PROGRAMME

RESOLVED:

1. That the strategy contained within the "modernisation programme" (Appendix 1 of the report) be noted and endorsed.
2. That the vision, objectives and deliverables contained in the workforce strategy, workplace strategy and the IT strategy, at Appendices 2 – 4 of the report be noted.

3. That it be noted that further report will be presented to cabinet in December 2016 setting out more detailed proposals and a business plan to enable the inclusion of further services into a flexible corporate office accommodation model.

13. THAMES WATER - HISTORIC WATER RESALE CASE UPDATE AND NEXT STEPS

RESOLVED:

1. That the outcome of the consultation with tenants regarding the preferred option to terminate the agreement with Thames Water be noted.
2. That it be noted that on 22 September 2016 Thames Water served notice of termination of the contractual arrangement with the council. The notice will expire on 31 March 2017.
3. That it be noted that as Thames Water has given notice to terminate the agreement, council tenants will switch to a direct billing arrangement with Thames Water with effect from 1 April 2017.
4. That given the termination of the agreement, the strategic director of housing and modernisation be instructed to work with Thames Water to ensure as smooth a transition as possible for council tenants, including support for vulnerable tenants on the process of switching to a direct billing arrangement with the water company.
5. That the progress with the process of refunds to eligible tenants be noted.

14. MONTH 5 CAPITAL MONITORING FOR 2016-17 AND CAPITAL PROGRAMME REFRESH FOR 2016-17 TO 2023-24

RESOLVED:

1. That the virements and variations to the general fund and housing investment capital programme as detailed in Appendix C of the report be approved.
2. That the inclusion in the programme of the capital bids set out in Appendix E of the report, supporting the delivery of the council plan themes totalling £131.766m (£118.056m General Fund and £13.710m Housing Investment Programme) be approved.
3. That the projected expenditure and resources for 2016-17 and future years for both the general fund and housing investment programmes as detailed in Appendices A, B and D as at Month 5 2016-17 be noted, and that this position will be updated during the year as more up to date information becomes available.
4. That the resulting general fund capital programme for the period 2016-17 to 2023-24 as at Month 5, as detailed in Appendices A and D of the report be noted.
5. That the substantial funding requirement of £201.952m which needs to be identified for the general fund programme in order for this to be fully delivered, as summarised in Appendix A of the report be noted.

6. That the resulting housing investment programme for the period 2016-17 to 2023-24 as at Month 5 2016-17, as detailed in Appendix B of the report be noted.
7. That the significant funding requirement of £180.940m which needs to be identified for the housing investment programme to be fully delivered be noted.
8. That it be noted that discussions are continuing to determine whether replacement or refurbishment is the best option for the St. Saviour's Dock footbridge.

15. REVENUE MONITORING REPORT INCORPORATING UPDATED MEDIUM TERM FINANCIAL STRATEGY AND TREASURY MANAGEMENT 2016-17

RESOLVED:

1. That the following be noted:
 - the general fund outturn forecast for 2016-17 of £8.619m after the utilisation of £9.342m reserves (table 1, paragraph 10 of the report)
 - the continuing pressures on the children's and adults' social care, public health and No Recourse to Public Funds budgets (paragraphs 11- 24, paragraph 31 of the report)
 - the utilisation of the £4m contingency and £5m one-off windfall resulting from the early delivery of the minimum revenue provision saving to mitigate the full effect of cost pressures (paragraphs 36 and 37 of the report)
 - the housing revenue account forecast outturn for 2016-17 (table 2, paragraphs 40 to 45 of the report)
 - the treasury management activity in 2016-17 (paragraphs 60 -69 of the report).
2. That the implications of the current forecast for 2016-17 on future budget setting and the medium term financial strategy (paragraphs 54 - 57 of the report) be noted.
3. That the revised financial remit for the three year planning period to 2019-20; the end of the current four year settlement term (table 3 of the report) be noted.
4. That officers be instructed to:
 - prepare proposals to balance the 2017-18 budget for consideration at December cabinet meeting (paragraph 57 of the report)
 - further propose options for 2018-19 to 2019-20, in the context of the cost uncertainty surrounding social care pressures, New Homes Bonus and arrangements for the Better Care Fund and the potential impact of welfare reform (paragraph 57 of the report).

16. SAFE AS HOUSES? COMMISSIONING INDEPENDENT SOCIAL RESEARCH INTO THE EARLY IMPACTS OF UNIVERSAL CREDIT AND CHANGES TO ARRANGEMENTS FOR PAYMENT OF HOUSING COST SUPPORT AMONG SOCIAL HOUSING TENANTS IN SOUTHWARK

Cabinet heard representations from Sue Plain, UNISON with regard to this item. She requested that research should consider the impact on gender, in the context that women are more likely to work part time or be on a zero hours contract.

It was also requested that future research should also involve contact with councillors, Members of Parliament and the Citizen Advice Bureau who would have detailed knowledge and experiences from their case load.

RESOLVED:

That the work being undertaken to commission independent social research into the impact of Universal Credit (UC) "full service" roll-out among affected social housing tenants in Southwark – predominantly council tenants be noted.

17. DISPOSAL OF DOCKLEY ROAD BUSINESS ESTATE BERMONDSEY (SITE N BERMONDSEY SPA)

RESOLVED:

That the freehold and leasehold interest in the land shown edged on the plan attached to the report, be transferred to the Wardens & Fellows of Nuffield College in the University of Oxford on the terms set out in paragraph 20 of the report.

EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in category 3 of paragraph 10.4 of the access to information procedure rules of the Southwark Constitution.

18. MINUTES

RESOLVED:

That the closed minutes of the meeting held on 20 September 2016 be approved as a correct record and signed by the chair.

19. JOINT VENTURE AGREEMENT FOR COMMERCIAL WASTE SALES FUNCTION

The cabinet considered the closed information relating to this item. Please see item 9 for decision.

20. DISPOSAL OF DOCKLEY ROAD BUSINESS ESTATE BERMONDSEY (SITE N BERMONDSEY SPA)

The cabinet considered the closed information relating to this item. Please see item 17 for decision.

The meeting ended at 5.50pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 9 NOVEMBER 2016.

THE ABOVE DECISIONS WILL NOT BE IMPLEMENTABLE UNTIL AFTER THAT DATE. SHOULD A DECISION OF THE CABINET BE CALLED-IN FOR SCRUTINY, THEN THE RELEVANT DECISION WILL BE HELD IN ABEYANCE PENDING THE OUTCOME OF SCRUTINY CONSIDERATION.

Agenda Item 8

Item No. 8.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Petition from Fossil Free Southwark	
Ward(s) or groups affected:		All	
From:		Proper Constitutional Officer	

RECOMMENDATION

1. That the cabinet consider a petition from the group "Fossil Free Southwark".

BACKGROUND INFORMATION

2. A petition containing 500 signatures or more maybe presented to the cabinet. A petition can be submitted by a person of any age who lives, works or studies in Southwark. Petitions must relate to matters which the council has powers or duties or which affects Southwark.
3. At the meeting, the spokesperson for the petition will be invited to speak up to five minutes on the subject matter. The cabinet will debate the petition for a period of up to 15 minutes and may decide how to respond to the petition at the meeting.

KEY ISSUES FOR CONSIDERATION

4. A petition containing 947 signatures (as at 29 November 2016) have been received from the group "Fossil Free Southwark".

5. The petition states:

“We ask Southwark Council to: Make a public divestment statement committing the Southwark Pension Fund to:

1. Immediately freeze any new investment in the top 200 publicly-traded fossil fuel companies with largest known carbon reserves (oil, coal and gas)
2. Divest from direct ownership and any commingled funds that include fossil fuel public equities and corporate bonds in the top 200 list and shift these funds to lower risk, ethical investments within 5 years
3. Advocate to other pension funds, including the London Pension Fund Authority and Local Government Pension Scheme members to do the same
4. To do the above in a timely manner - by setting up a working group to report back on a strategy to bring about divestment within three months from the submission of this petition.”

Community impact statement

6. The Southwark Constitution allows for petitions to be presented by members of the public and can be submitted by a person of any age who lives, works or studies in Southwark.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Petition from Fossil Free Southwark		
Link: https://campaigns.gofossilfree.org/petitions/divest-southwark-council-s-pension-fund-from-fossil-fuel-investments		
Cabinet procedure rule 2.13 on petitions:	160 Tooley Street, London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/documents/s63344/Cabinet%20procedure%20rules_July%202015.pdf		

AUDIT TRAIL

Lead Officer	Everton Roberts, Principal Constitutional Officer	
Report Author	Paula Thornton, Constitutional Officer	
Version	Final	
Dated	30 November 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Date final report sent to Constitutional Team		30 November 2016

Item No. 9.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Response to Scrutiny Sub-Committees' report on the Development of a Southwark Joint Mental Health Strategy	
Group affected:		All	
Cabinet Members:		Councillor Richard Livingstone, Adult Care and Financial Inclusion and Councillor Victoria Mills, Children and Schools	

FOREWORD - COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ADULT CARE AND FINANCIAL INCLUSION AND COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR CHILDREN AND SCHOOLS

In July, Cabinet received a joint report from the Children’s and Education Scrutiny Sub-committee and the Healthy Communities Sub-Committee that set out recommendations for our mental health strategy. We agreed to look carefully at those recommendations and incorporate them into our strategy.

Specialist mental health services play a vital role during times of personal and family crisis. But these services are at risk of being overwhelmed by demand if they do not work in concert with a wider range of resources, including schools, housing, primary care and other community resources. This is especially important during an era of reducing NHS and council budgets set by national government. The Joint Strategy, commissioned by Southwark Council and NHS Southwark Clinical Commissioning Group (CCG) is intended to engage with the community of Southwark to understand the key priorities across all ages and during the life-course and across our diverse community. A draft of this Joint Strategy will be delivered in January 2017.

Mental health is more than the absence of mental illness. There is increasing evidence identifying protective psychological and environment factors. Psychological protective factors include the development of resilience in the face of stressful life events, including the stress experienced during key transitional points. Positive protective factors include the development of a positive or optimistic outlook; a perception of a level of control over one’s social environment; the belief that one has purpose in life; and the fostering of autonomy and self-acceptance. Positive environmental factors include economic wellbeing, access to education, training and employment, stability in accommodation and positive family and peer relationships.

We need to challenge stigma, discrimination and prejudice along the lines already established in the national ‘Time to Change’ programme (www.time-to-change.org.uk). Other forms of discrimination, including racism and discrimination on the basis of sexual identity have a detrimental impact on emotional wellbeing and mental health and we must reach out to groups subject to discrimination to better understand how we can effectively intervene.

For these reasons, the recommendations of the Scrutiny Committees have been very helpful in helping to shape our development of our joint strategy with Southwark CCG. This report provides information on our current progress and future intentions.

RECOMMENDATIONS

1. That cabinet note the current actions that are being taken to address the key recommendations made by the Scrutiny Sub-Committees in their report on the development of a Southwark Joint Mental Health Strategy with NHS Southwark Clinical Commissioning Group (CCG).
2. That cabinet note additional actions to be taken to address a number of the key recommendations.

BACKGROUND INFORMATION

3. This report responds to the recommendations made by the Education & Children's Scrutiny Sub-Committee and the Healthy Communities Sub-Committee in their joint report that was received by cabinet in July.
4. Councillor Helen Dennis was appointed as Deputy Cabinet Member for Mental Health.
5. On 8 December 2015, Cabinet approved the drafting, engagement and delivery of a Joint Southwark Mental Health Strategy with NHS Southwark CCG.
6. The Education Children's and Scrutiny Sub-Committee met in February 2016 to consider the work undertaken on the Southwark Children and Young People's Mental Health and Well-Being Transformation Plan 2015-2020. A joint meeting held on 2 March 2016 of the Children's and Education Scrutiny Sub-Committee and the Healthy Communities Sub-Committee to inform its joint inquiry in preparation for the joint mental health strategy.
7. The council and CCG jointly commissioned Contract Consulting (Oxford) Ltd to undertake consultation and drafting of Joint MH Strategy. Work began in September 2016. It is anticipated that a full draft joint strategy will be delivered in January 2017.

KEY ISSUES FOR CONSIDERATION

8. Each of the Scrutiny Sub-Committees' key recommendations is set out below in italics, followed by the lead cabinet member's response:

Children and Education Scrutiny Sub-Committee and the Healthy Communities Sub-Committee recommendations

Recommendation 1: *Both the Children and Education Scrutiny Committee and the Healthy Communities Committee would recommend that the best practice guidance developed by the Centre for Mental Health forms the cornerstone for the approach taken to developing the Joint Mental Health Strategy for Southwark.*

The Centre for Mental Health publications on best practice in mental health will be used as key reference points to inform the recommendations of the

Southwark Joint Mental Health Strategy.

Recommendation 2: *Both the Children and Education Scrutiny and the Healthy Communities Scrutiny Sub-Committees would request that the final report is presented to scrutiny when finalised.*

The final draft version of the joint mental health strategy report will be presented to both Scrutiny Sub-Committees.

Education and Children's Services Scrutiny Sub-Committee recommendations

Recommendation 3: *The committee recommends that the council and CCG detail the global CAMHS spend now and once the Transformation Plan is implemented and funds drawn down, year by year, with a budget for each service.*

Information on the level of financial investment in Southwark children and young people mental health services is set out in the original Southwark Children and Young People's Mental Health and Well-being Transformation Plan. Additional funding is shown in the tables setting out priority service areas in section 8. An updated, 'refreshed report' (October 2016) will be submitted to NHS England for assurance. Funding will be tracked in future years. The Transformation Plan is posted on the NHS Southwark CCG website, with a link through from the Southwark Council website.

Recommendation 4: *The committee recommends that the council and CCG provide more detail on Early Help investment, now and in the future.*

Southwark Families Matter is the broad offer that supports children, young people and families in need. Families Matters is not limited to children's and young people's mental health and wellbeing, but much of the information, advice and support provided is intended to have a beneficial impact in promoting wellbeing. The Early Help offer has been extended through the Transformation Plan, by providing additional resources into several key areas, including developing further information through the Family Information Service and locating CAMHS clinicians within Southwark Social care teams. It is also intended to locate a CAMHS specialist clinician within the Youth Offending Service (YOS).

Forging better working between schools and CAMHS services has been supported through funding 19 Southwark school projects, to build emotional wellbeing and mental health capacity in schools. Projects focus on developing the school workforce, the development of mentoring, and mindfulness programmes.

Recommendation 5: *The committee recommends that the council and the CCG consult with the Headteachers' Executive on the link arrangements with CAMHS and the Early Help provision, the pilot project, to ensure the proposed Children and Young People's Emotional Wellbeing Strategy will deliver better communication and integration between schools with mental health practitioners and social care, including housing.*

The Director of Education and the Director of Children and Families meet regularly with headteachers. The Headteachers' Executive will have an

opportunity to contribute their experience and views to the Southwark Joint Mental Health Strategy consultation and development, including how communication and integration can be improved with CAMHS services.

Recommendation 6: *The committee recommends that the adoption of a whole school approach to mental health and emotional wellbeing in the Children and Young People's Emotional Wellbeing Strategy is well promoted and a plan is developed for its implementation in partnership with the Headteachers' Executive and local schools. Case studies from Bacons College and schools with positive practice in this area should be promoted around Southwark schools.*

The whole school approach is recommended in 'Future in Mind' (2014) and by Public Health England in its guidance 'Promoting children and young people's emotional health and wellbeing - a whole school and college approach' (2015). This is being supported in Southwark schools through the additional investment provided by the Transformation Plan. Representation of Southwark Headteachers as members of the Southwark Health and Wellbeing Board will help champion a whole school approach. Nationally endorsed studies show that the use of peer support, mentoring and resilience training at a school level support the development of good mental health. We will take account of evidence from Bacons College in the development of the Transformation Plan and Joint Strategy.

Recommendation 7: *The committee recommends that a schools representative on the Health and Wellbeing Board is appointed. This could be done through the Southwark Headteachers' Executive.*

A Headteacher has now joined the Health and Wellbeing Board.

Recommendation 8: *The sub-committee recommends that the council and the CCG set out more clearly how the Transformation Plan will tackle:*

- *Cyber bullying*
- *Gangs and work with schools on this*
- *Promote effective anti-bullying work in schools, particularly peer support*
- *Recognise the LGBT students are at particular risk of being bullied and need particular support e.g. anti-discrimination work and LGBT peer support.*

Often mental health services treat the outcome and not the root of the problem causing mental ill-health. By working with schools and colleges, the youth offending service and other youth services, we believe that skills and resources can be brought to bear to intervene earlier in the course of mental distress.

There is evidence of a link between depression and being bullied in young people that continues to have an impact into adult life. However, many victims of bullying will not tell anyone about it. Some evidence also suggests that disclosure to a trusted adult of the young person's choice is more effective than referral to specialist services.

The increased use of social media by young people opens up a risk of cyber-bullying. This and other negative impacts of social media have been discussed at Southwark Children's Safeguarding Board, following work conducted by Southwark's Family Information Service on e-safety in May 2016. Southwark's Family Information Service found useful guidance for parents and young people

on staying safe while using social media and this is available on its resource pages. We will continue to work with Change Makers and other young people groups to understand what will support young people to stay safe - and how to communicate this effectively using social media.

We will continue to work through the Transformation Plan to place a CAMHS specialist practitioner with the Youth Offending Service, as we believe this will make a constructive contribution to tackling work on the impact of gangs.

We will seek to work with LGBT youth to foster peer support and other anti-discrimination work to protect mental health and wellbeing.

Recommendation 9: *The committee recommends that the council and the CCG differentiate more clearly gender specific data and services that address specific risks, for example: evidence that rising mental health needs are particularly affecting girls; anecdotal evidence that boys find it more difficult to speak about emotional problems; data that boys are less likely to access services but are more at risk of suicide completion or involvement in offending.*

We will review the evidence on the differential impact of gender in relation to mental health and wellbeing and approaches that support effective interventions during the development of the Joint Mental Health Strategy.

Recommendation 10: *The committee recommends that the council and CCG support outreach work with communities to break down taboos (e.g. Black Majority Churches Project).*

There are *already* good local examples of the impact of focusing mental health prevention programmes to specific community groups. We will review this during the development of the Joint Mental Health Strategy.

Recommendation 11: *The committee recommends that the council and CCG should ensure that mental health services meet the cultural needs of diverse communities and take steps to tackle institutional discrimination, particularly those most at risk e.g. girls from FGM practicing communities, black & Asian communities from psychosis & schizophrenia.*

We will review with providers their approach and effectiveness in taking into account cultural needs during our engagement on the Joint Mental Health Strategy. The Transformation Plan has combined with Lewisham, Lambeth and Bromley to commission NSPCC to better understand how to improve mental health service response to sexual assaults, sexual exploitation and female genital mutilation. This will be used to shape a more effective response.

Recommendation 12: *The committee recommends that the council and the CCG involve service users from a wide ethnic demographic in developing the Transformation Plan and getting the user voice, bearing in mind that disadvantaged groups are generally more at risk of mental health problems.*

The approach to be *taken* in engaging stakeholders during the development and consultation of the Joint Mental Health Strategy are intended to be inclusive and open. The consultants undertaking this have a good track-record in holding open engagement events.

Recommendation 13: *The committee recommends that the council and its partners should make every effort to ensure that the education of vulnerable children or young people is not disrupted through housing placements.*

We will review this specific matter with housing colleagues as part of Joint Mental Health Strategy, taking into account the evidence previously provided to the Education and Children's Scrutiny Sub-committee.

Recommendation 14: *The committee recommends that there needs to be a much more integrated approach to working between all partners for children and young people with mental health issues including the housing department.*

Recent examples of a better, more integrated approach between the Children's and Adults Directorate and the housing department has been in the work of reviewing 16+ accommodation for care leavers with the housing department. Involvement and support of senior housing officers in the implementation of the Mental Health Social Care Review implementation has been productive. We hope this can be built upon further.

Recommendation 15: *The Committee recommends that a housing representative is included on the Health and Wellbeing Board.*

This is a *matter* for consideration by the Health and Wellbeing Board.

Recommendation 16: *The Committee recommends that SLaM, Kings and GSST work with mental health users to assess the adequacy of the paediatric A & E and Place of Safety and report back in six months' time on both user experience and patient wait times for admission when in crisis.*

Since March *there* has been significant progress in engagement through the work of Southwark Healthwatch and other neighbouring borough Healthwatch organisations, working with South London & Maudsley Mental Health NHS Foundation Trust (SLaM), in engaging with users with direct experience of being subject to mental health formal detention in the development of the Single Place of Safety at the Maudsley Hospital. It is hoped that a similar approach and level of engagement can be used in reviewing the approach at other key points of access at times of crisis into the system.

Recommendation 17: *The committee recommends that health and social care service managers in children's and adults' services must work together in an integrated way to ensure a smooth and gradual transition for young people. Good practice should involve, for example, developing a joint mission statement or vision for transition, jointly agreed and shared transition protocols, information sharing protocols and approaches to practice.*

This *continues* to be a key area of attention both for mental health as well as for young people with disabilities. A programme of work has been commissioned with the Institute of Public Care (IPC) at Oxford Brookes University, to provide an

option appraisal for the development of a 0-25 years pathway for children and young people with disabilities.

Recommendation 18: *The Committee also recommends that the council and CCG provide an update on the practical steps that will be taken to address Transition.*

The 0-25 years pathway was recently reviewed at the Children & Young People Commissioning Development Group. Further work will need to be undertaken to fully understand the impact of changing the current configuration of Southwark children and adults' social care and NHS provided services.

Recommendation 19: *The Committee recommends that the council and CCG develop a mental health service for young people that spans the ages of 12-25, during the years of highest mental health prevalence, so that young people do not have to transition at 18, during the peak of symptoms.*

The 0-25 years pathway development has the potential to assist in addressing the issue of the 'burden of disease' issue for young people experiencing significant mental health problems during this period of the life-course. However it has significant implications for service configuration across children and adult social care, education and health. These are being considered by IPC currently.

Recommendation 20: *The Committee recommends that the council and CCG add Permanently Placed children, LGBT young people, and children and young people experiencing economic and social deprivation to the cohorts of 'at risk' young people.*

The Transitional Plan has targeted extra resources to improve health outcomes and increase the stability of placements for looked-after children.

Recent work by Dr Sarah Teague in Southwark has looked at Young People's health, with a focus on risky behaviour. This has been helpful in identifying key areas of need, service gaps and the scope for local innovation to address needs and close gaps.

Service gaps include:

- Clear and widely known pathways for young people who need psychological support who do not meet CAMHS referral thresholds and to help those on CAMHS waiting lists;
- Improved transition between child and adult mental health services;
- Sexual health outreach to vulnerable groups, such as those in hostels and the youth offending service.

The proposal is to start to consider key risky behaviours in young people aged 10-25 years, consisting of self-harm; substance misuse; gang violence and sexual health. This is a dynamic approach to considering behaviour, rather than defining static 'at risk' groups warrants greater analysis. It opens up the possibility of combining services that are currently defined and delivered separately by health service type (e.g. CAMHS, substance misuse, sexual health).

Recommendation 21: *The Committee recommends that Southwark’s strategic partnership must ensure that responsive services are in place to provide therapeutic support from Child and Adolescent Mental Health Services (CAMHS) to young people who were at risk of, or who had suffered, child sexual exploitation.*

A commissioning framework, building on the work carried out by NSPCC, will be developed to improve the mental health service response to child sexual assault, exploitation and female genital mutilation.

Recommendation 22: *The Committee recommends that there are good communication, training and awareness sessions across all of the partnerships required to bring the mental health strategy to life.*

Recommendation 23: *The Committee recommends a multi-layered communication campaign that can raise awareness amongst the partners and signal a need for a significant culture change to transform mental health from a ‘Cinderella service’ to one that places service users at the centre of an integrated service designed to improve outcomes of its most vulnerable residents.*

We recognise the importance of effective communication and raising awareness around mental health issues across partner and stakeholder groups, to bring the joint mental health strategy to *life* in Southwark. There are already examples that have already been deployed that will help this to be designed into implementing strategy:

- The work currently being undertaken on engagement around the development of the Joint Mental Health strategy includes the use of a dedicated twitter account (#Southwarkwellbeing) and two large-scale ‘Open Space’ workshop events that took place during November, as well as interviews and other sessions with partners, stakeholders, users and carers to raise awareness and seek involvement;
- similar open communication methods were used by Healthwatch Southwark in its recent work on mental health, and published as “Young voices on mental health” (November 2016) as well as in planning for the implementation of the Southwark Mental Health Social Care Review. There is already good experience in providing mental health and wellbeing information through our ‘Local Offer’ work and the new Southwark Schools website (schools.southwark.gov.uk).

We would expect the Joint Mental Health Strategy to have a communication plan as part of its implementation. In terms of staff training and mental health awareness, we will look to lessons learnt from the implementation of Making Every Contact Count (Local Government Association 2014) and locally from staff Dementia Awareness training.

Healthy Communities Scrutiny Sub-Committee Recommendations

Recommendation 24: *The Committee recommends that the council looks to form partnerships with housing associations and credit unions, amongst others to be identified, in order to better identify people who would benefit from support with their mental health and improve the holistic support those with mental health issues receive.*

There has already been some work with housing associations currently providing support who are identified with mental health issues who require support to maintain or move onto further independence. The *Joint Mental Health Strategy* will consider how debt has a bearing on poor mental health and how credit unions may also assist.

Recommendation 25: *The Committee further recommends that the work of programmes such as the faith communities' project continues to be funded to help combat stigma around mental health and their work to date is reflected in the Joint Mental Health Strategy. This should include rolling out similar programmes to other ethnical minority groups including Irish, Asian and Latin American communities.*

This will be considered as part of the Joint Mental Health Strategy.

Recommendation 26: *This Committee believes that as part of the Joint Mental Health Strategy, the housing teams, reablement teams and community support teams should be trained to identify mental health issues to further help support those older members of our community with whom they regularly interact with.*

Recommendation 27: *Furthermore, the Committee notes that the voluntary sector is taking an innovative approach to supporting the older population who have mental health needs and would task the council with considering similar approaches.*

We will look to consider the further applicability of 'Every Contact Counts', developed by MIND and Public Health England to Southwark. COPSINS (The Consortium of Older People's Services in Southwark) has recently produced an operating framework proposal that will be considered as part of the implementation of the Southwark Voluntary and Community Sector Strategy. This could make a significant contribution to the local further development of a Dementia Pathway and help secure Southwark's position as an 'age-friendly' borough.

Recommendation 28: *The Committee would recommend that the council and the CCG seek to understand the links between mental health and dementia and establishes a programme for supporting older residents who present with symptoms of either condition to ensure a correct diagnosis.*

This is envisaged in the local development of our local Dementia Pathway.

Recommendation 29: *The Committee recommends that the council seek to ensure that the Joint Mental Health Strategy dovetails with other relevant strategies, to ensure that every approach is taken to identify and treat mental health at the earliest opportunity.*

The commissioning of the development of the Joint Mental Health Strategy included this in its terms. The specific strategies we wish to see a strong connection to include:

- Southwark Five Year Forward View of Health and Social Care;
- Southwark's tri-partite Voluntary and Community Sector Strategy: 'Common Purpose, Common Cause';
- All-Age Autism Strategy;

- 0-25 years Pathway for children and young people with disabilities;
- - Southwark Housing Strategy;
- Families Matter.

Recommendation 30: *The Committee recommends that as part of the Joint Mental Health Strategy, there is a focus on encouraging GPs to consider mental health concerns as part of their diagnosis of seemingly unexplained symptoms, and continue to assess for it as part of the management of long-term conditions.*

Recommendation 31: *The Committee recommends that the CCG works with GP surgeries throughout Southwark to provide signposting to voluntary and charitable organisations who can offer support to those with mental health concerns and would ask that this is built into the Joint Mental Health Strategy.*

The Mental Health Commissioning Development Group recently considered and supported the approaches *available* for the further development of Primary Mental Health Care and for the co-ordination of an approach that incorporates elements of shared care, navigation/signposting and self-management. The navigation approach does include signposting to voluntary sector.

Recommendation 32: *The Committee recommends that the Joint Mental Health Strategy take into account the findings of the Joint Health Scrutiny into SLaM Places of Safety and incorporate these into their strategy as appropriate.*

The Joint Health Overview Scrutiny Committee met on 6 October to review proposals for the establishment of a Single Place of Safety at Maudsley Hospital. Subject to agreement upon operational matters between the four boroughs, the Single Place of Safety will open shortly. The lessons learnt from *this* process will be incorporated into the Joint Mental Health Strategy, including the meaningful involvement of mental health service users in the design and delivery of services and the involvement of Southwark Healthwatch. The Joint Health Overview Scrutiny Committee will review progress after six months of operation.

Recommendation 33: *The Committee commends the MindBody programme and the work it is doing to up-skill the workforce. We would recommend that the Joint Mental Health Strategy evaluates the MindBody programme and incorporates the relevant elements of the programme into the plans for training for our workforce in Southwark.*

This will be reviewed, alongside Every *Contact* Counts and other workforce initiatives, as part of the work towards establishing our local Joint Mental Health Strategy. We will also work with our Organisational Development (OD) team colleagues on this matter.

Policy implications

9. In making this response, the following policies have been taken into account:
 - Southwark Council's Fairer Future Vision, specifically "*Working with everyone to realise their potential*"
 - Together we can deliver a better quality of life in Southwark: Our Vision for Adult Social Care (see Background Information for link).

- The duties of the council in relation to The Care Act 2014.

Community impact statement

10. This report provides a response to the Scrutiny Sub-Committees' submission to Cabinet on the development of a Southwark Joint Mental Health Strategy and has taken account of the community at large and also people identified as possessing "protected characteristics" in our community, as outlined in the Equality Act 2010 and the council's approach, in formulating the recommendations of this report. No specific equality implications were identified that pertain to this report.

Resource implications

11. This response to the Joint Scrutiny Sub-committees' response is made within the council's budgetary framework.

Legal/financial implications

12. There are no specific legal implications in relation to this response to the development of the Joint Mental Health Strategy provided by the Joint Scrutiny Sub-Committees report submission.

Consultation

13. Joint Scrutiny Sub-Committees report sets out the consultation that was undertaken in regard to the response made to Cabinet.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Mental Health Social Care Review. August 2015		
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=5568		
Southwark Children and Young People's Mental Health and Wellbeing Transformation Plan 2015-2020		
Link: (copy and paste into browser) http://www.southwarkccg.nhs.uk/news-and-publications/publications/policies-strategies-registers/Documents/Children%20and%20young%20people's%20mental%20health%20and%20wellbeing%20transformation%20plan.pdf		
Southwark Five Year Forward View of Health and Social Care. April 2016		
Link: (copy and paste into browser) http://www.southwarkccg.nhs.uk/news-and-publications/publications/policies-strategies-registers/Documents/Southwark%20Five%20Year%20Forward%20View%20summary.pdf		
Commissioning for Young People in Southwark: Children and Young People's Wellbeing Strategic Framework – Young People's Health (10-25 years) with a focus on risky behavior. Dr Sarah Teague. October 2016		
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5376&Ver=4		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councilor Richard Livingstone, Adult Care and Financial Inclusion and Councillor Victoria Mills, Children and Schools	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's and Adults' Services	
Report Author	Dick Frak, Interim Director of Commissioning	
Version	Final	
Dated	1 December 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	No	No
Strategic Director of Finance and Corporate Governance	No	No
Director of Adult Social Care	Yes	Yes
Date final report sent to Constitutional Team		1 December 2016

Item No. 10.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Southwark School Standards Report 2016	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Children and Schools	

FOREWORD - COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR CHILDREN AND SCHOOLS

We believe in giving all our young people the best start in life. We know that what we learn and discover at school can profoundly influence what we are able to achieve later in life, and that a great education is a key to unlock each and every child's full potential. Making sure that all Southwark's schools support but also challenge our young people is at the very heart of all that we do. We are proud of our schools. They are above the national average in all external examination areas and 93% are judged as being good or outstanding by Ofsted.

This report sets out information on school standards and related areas in Southwark. It includes school results in external assessments as well as investigating the attainment of Looked After Children, and the attainment of children from a range of different pupil groups in Southwark. It challenges the council and our schools to ensure that high quality teaching is reaching and benefiting all our children. The report also sets our schools' records on attendance and exclusions and sets out the recognition of teachers and governors through our awards programme. The council's Primary and Secondary Place Planning Strategy sets out extensive details of our work to ensure there is a local primary school place for every child, and we meet the demand for secondary school places. However, this report highlights the progress made over the last six years to make sure parents and young people feel they can express and secure a genuine preference when applying for a school place.

One real highlight of this year's report is the significant improvements made in the achievement of our Looked After Children. These vulnerable learners do not achieve as well as their peers and changes in assessment processes over the last few years have not been to their advantage – moving home, changing schools and disruption to their education, especially during assessment periods, adds to the many disadvantages these young people face. The improvements that we have seen in 2015 and 2016 reflect an increase in focus and support on these young people and the good use of Pupil Premium to fund an additional LAC Advisor, supplementary home tuition and targeted programmes of support.

We are committed to continuing to improve standards in our schools and properly resource the hard work and staff that make this possible. Provisional results show that 75.5% of all secondary school pupils achieved five or more A*-C grades at GCSEs in 2016. However, there remains a variation in results across our secondary schools. Discussions are underway with secondary schools as to how we can, in partnership, support every Southwark school to reach the ambitious target of at least 70% of pupils attaining 5+ GCSEs at grades A*-C.

Finally, we remain ambitious for our children and our schools. Our aim is that at every age, at every stage of assessment, and across all pupil groups, Southwark young people are outperforming their peers nationally, across London and against our statistical neighbours. Our children and young people deserve the very best and that's what we will always aim for.

RECOMMENDATION

1. That cabinet note the 'Best start in life - Southwark school standards report 2016' attached at Appendix 1.

BACKGROUND INFORMATION

2. Members requested a report on school standards in Southwark be produced that would set out information covering attainment across the borough. The attached report at Appendix 1 contains information on educational achievement ranging from Early Years Foundation Stage (5 years old), through to A-levels. The report also contains data on post-16 not in education, employment or training (NEET) performance, the achievement of different groups, including Looked After Children and information on attendance and exclusion and school admissions.

KEY ISSUES FOR CONSIDERATION

3. The key issues for consideration are included in the report at Appendix 1 - 'Best start in life – Southwark school standards report 2016'.
4. The 2016 data contained within this report is provisional. The Department for Education will provide validated results in December for primary phase and January for secondary phase.
5. We will update the report as required as soon as the validated results are published.

Policy implications

6. The report at Appendix 1 is fully aligned to local planning and policy frameworks including the Council Plan, and Children and Young People's Plan 2013-16. These outline the council's continued commitment to meeting the demand for primary and secondary school places and supporting schools to be outstanding, with children and young people able to achieve their full potential with at least 70% of students at every secondary school achieving at least five good GCSEs, and parents able to exercise real choice in a high performing local schools system.

Community impact statement

7. The impact on communities of the issues and recommendation within the school standards report has been considered in line with Southwark's Approach to Equality. Generally the recommendations will have a positive impact on communities through the commitment to meeting the demand for primary and secondary school places and continuing to drive up standards across our schools so at least 70% of students at every secondary school get at least five good GCSEs.

8. The school standards report at Appendix 1 includes detailed information on the attainment of different pupil groups by race and ethnicity, disability, gender, age and disadvantage identified through pupil premium funding and/or eligibility for free school meals (including deprivation, adopted from care and children looked after). The report also includes information on what Southwark council intends to improve.

Resource implications

9. There are no resource implications resulting from the recommendations in this report. The continued delivery of universal education services and statutory functions, including early years, school improvement, school admissions and youth services, specialist education and special educational needs services will continue to be provided via the existing education budget as set out in the council's Policy and Resources Strategy 2015-16 to 2017-18.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

10. The purpose of this report is to provide an update to cabinet on Southwark school standards in 2016.
11. The council is the relevant authority tasked with carrying out functions in relation to education and childcare in Southwark.
12. The council has a number of general duties in relation to the provision of education, including a duty to contribute towards the spiritual, moral, mental and physical development of the community, by securing that efficient primary, secondary and further education are available to meet the needs of the population of the area. Cabinet will note that the council itself maintains the significant majority of the schools discussed in the report; however the council's ability to develop new school proposals is now significantly restricted, and legislation enables existing maintained schools to convert to academy status which are outside of the council's ownership and control.
13. In respect of people aged under 20 (or over 20 if the council maintains an Education, Health and Care Plan for them), the council must also exercise its education and training functions with a view to promoting high standards, ensuring fair access to opportunities for education and training, and promoting the fulfilment of learning potential by every person to whom this duty applies.
14. More generally, in respect of the well-being of children, the council is under a duty to make arrangements to promote cooperation between the council and relevant partners to promote the well-being of children in the authority's area. The council is also under a duty to improve the well-being of young children and reduce inequalities between them. "Well-being" in this context relates to education and training, amongst other things.
15. As such, the preparation of a school standards report is something that can be said to be incidental to the council's functions in these areas.

16. Earlier this year the Education and Inspections Act 2006 was amended. The Act makes provision for intervention by the local authority and/or the Secretary of State in relation to “schools causing concern”. New section 60B of the Act extends these intervention powers to schools that are deemed to be “coasting”. What is a “coasting” school is still to be formally defined in regulations, but draft regulations issued by the government provide that a primary school will be coasting if, in the three years from 2014-16, fewer than 85% of pupils achieve the expected standard across reading, writing and mathematics and pupils do not make sufficient progress. Secondary schools will be coasting if, for 2014 and 2015, fewer than 60% of a school's pupils achieve 5 A*-C including English and maths, and the school has a below median score for the percentage of pupils making expected progress; the level for expected progress for 2016 is to be determined once the GCSE results are available.
17. The inspection of schools is a function of the Chief Inspector of Schools. The assessment data for Key Stages 1 and 2, referred to in the report, arises from tests that schools are under a duty to administer; they must also report the results of those tests.
18. The Academies Act 2010 was also amended earlier this year to confer a duty on the Secretary of State to make an academy order in respect of a school found, after inspection, to require significant improvement or special measures.
19. Besides these more general duties, the council has a number of more specific functions in relation to education. Of particular relevance to the subject matter of the report are the duty to exercise council functions with a view to promoting the effective participation by young people aged 16-18 in education or training, a duty to promote the educational achievement of children looked after by the council, a duty to make arrangements (so far as it is possible) to identify children in Southwark who are of compulsory school age but are not registered with a school and are not receiving suitable alternative education and powers to instigate legal proceedings for non-school attendance.
20. When making its decision, section 149 Equality Act 2010 requires that cabinet have due regard to the need to eliminate discrimination and other prohibited conduct and advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not. Information about the consideration given to equalities issues is set out in the community impact statement.

Strategic Director of Finance and Governance

21. The strategic director of finance and governance notes the recommendations in this report which sets out information on school standards including school results in external assessments, attendance and exclusions from school, admissions, the attainment of Looked After Children, and the attainment of children from different pupil groups in Southwark.
22. The financial implications are outlined in the body of the report and highlight that funding is identified via existing education budget as set out in the council's policy and resources strategy 2015-16 to 2017-18.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Performance tables for school level and national 2014 KS2; GCSE and A Level attainment	Department for Education (DfE) website	
Link: http://www.education.gov.uk/schools/performance/		
School level and national pre 2014 KS2; GCSE and A level attainment	DfE website	
Link: http://www.education.gov.uk/schools/performance/archive/index.shtml		
Local authority level and national KS1 and phonics attainments 2015	DfE website	
Link: https://www.gov.uk/government/statistics/phonics-screening-check-and-key-stage-1-assessments-england-2015		
Local authority level and national KS2 data	DfE website	
Link: https://www.gov.uk/government/statistics/national-curriculum-assesments-at-key-stage-2-2015-provisional		

APPENDICES

No.	Title
Appendix 1	Best start in life – Southwark school standards report 2016

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Children and Schools	
Lead Officer	Nina Dohel, Director of Education	
Report Author	Nina Dohel, Director of Education	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 December 2016



Best start in life - Southwark school standards report 2015-16



Foreword



We believe in giving all our young people the best start in life. We know that what we learn and discover at school can profoundly influence what we are able to achieve later in life and that a great education is a key to unlock each and every child's full potential. Making sure that all Southwark's schools support but also challenge our young people is at the very heart of all that we do. We are proud of our schools. They are above the national average in all external examination areas and 93% are judged as being good or outstanding by Ofsted.

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We are committed to continuing to improve standards in our schools and properly resource the hard work and staff that makes this possible. Provisional results show that 75.5% of all secondary school pupils achieved five or more A*-C grades at GCSEs in 2016. However, there remains a variation in results across our secondary schools. Discussions are underway with secondary schools as to how we can, in partnership, support every Southwark school to reach the ambitious target of at least 70% of pupils attaining 5+ GCSEs at grades A*-C.

Finally, we remain ambitious for our children and our schools. Our aim is that at every age, at every stage of assessment, and across all pupil groups, Southwark young people are outperforming their peers nationally, across London and against our statistical neighbours. Our children and young people deserve the very best and that's what we will always aim for.

Councillor Victoria Mills
Cabinet Member for Children and Schools

Contents Page

Context	Page 4
Quality of Southwark Schools	Page 5
Assessments and Examinations	Page 6
New Floor Standards	Page 7/8
Early Years Foundation Stage (EYFS)	Page 9
Phonics	Page 10
KS1- Year 2 SATS at 7 Years Old	Page 11
KS2 – Year 6 SATS at 11 Years Old	Page 12/13
Progress measures KS2	Page 14
KS4- GCSE	Page 15/16
KS5- A Levels	Page 17
Southwark Scholarship Scheme	Page 18
Post 16 Students	Page 19
Performance over time (% 16-19 NEET)	Page 19/20
Looked After Children	Page 21
LAC Attainment and Progress	Page 22/23
LAC Attainment GCSE	Page 24/25/26
Attendance across Southwark Primary and Secondary Schools	Page 27/28
Exclusions	Page 29
School Admissions	Page 30/31/32/33
Teacher and Governor Awards	Page 34/35
Appendices	
1. Ofsted ratings – September 2016	Page 36/37/38/39/40
2. Detailed Cohort Characteristics in relation to Attainment	Page 41/42/43/44
3. Key stage 4 (GCSE and equivalent) Attainment School Level Results up to & including 2015	Page 43
4. Key Stage 5 (A Level and Equivalent) Attainment School Level Results up to & including 2015	Page 44

Context

Southwark's schools are comprised of 4 nursery schools, 74 primary, 18 secondary, 1 all through school and 7 special schools and 2 hospital schools. Of these there are 6 primary academies and 6 primary free schools, 14 secondary academies and 2 secondary free schools. These schools serve 41,736 Southwark pupils. Most primary, special and 3 secondary schools are community schools. These are maintained by the Local Authority and follow the national curriculum. Academies and Free Schools are state funded independent schools, which are exempt from the national curriculum and are able to set their own term times. They are required to adhere to the same admissions regulations, special educational needs provisions, exclusions and safeguarding parameters as all schools. Academies receive funding directly from the Government, not from the council, and they are often overseen by an academy trust. The Harris Academy chain has 4 secondary and 3 primary schools in Southwark; Ark have 3 secondary schools including 1 all through school; and City of London has 1 secondary, and 2 primary schools

Southwark's population is very diverse. According to 2011 Census data, 16% of Southwark's population is between 5 – 19 years of age.

66% of the under-20 population is from black and minority ethnic communities. Of this, the largest group, 22%, are Black African, 18% Black Other and 6% Black Caribbean. 6% are Other Asian, 2% Chinese, 2% Bangladeshi, 2% Indian and 1% Pakistani. 9% of 0-15 years olds were born outside the UK. According to the 2011 Census*:

- there are 11,945 lone parent households with dependent children;
- 61% of residents were born in the UK, with 29% of residents born outside the EU;
- in 11% of households English is not spoken as the main language;
- 44% of households are socially rented accommodation;
- between the 2001 and 2011 Census, there was a significant fall in the % of people who identified themselves as Christian (down from 62%, to 53%). 'No religion' (27%), 'Muslim' and 'Not stated' (both 9%) make up the next largest cohorts;
- according to January 2016 census data, approximately 40% of our pupils are eligible for the pupil premium.

*Taken from Community Action Southwark's 'Demographic Data for Southwark from the 2011 Census'

Quality of Southwark Schools

Over the last six years there has been a significant improvement in pupil outcomes. As at 1 September 2016 **93.3%** of schools were judged by Ofsted as providing good or outstanding educational provision to Southwark pupils. A summary of Ofsted judgements of Southwark schools is shown in the table below, with a full breakdown of the Ofsted rating for every school set out in Appendix 1.

OVERALL Ofsted Judgement September 2016*

104 schools currently with an Ofsted Judgement (including Special)	2016 %
0 Schools in Special Measures	0%
0 Schools in Serious Weaknesses	0%
7 Schools Require Improvement (6 maintained schools and 1 Secondary free School)	6.7%
63 Schools Judged Good	60.6%
34 Schools Judged Outstanding	32.7%
97 Schools Judged Good or Outstanding	93.3%

Improvement over time

Overall Ofsted Judgements	2011	2012	2013	2014	2015	2016
Special Schools judged either Good or Outstanding	77%	77%	100%	100%	100%	100%
Primary/Infant & Nursery Schools judged either Good or Outstanding	71%	72%	85%	86%	89%	92%
Secondary Schools judged either Good or Outstanding	74%	87%	94%	94%	95%	94%
All Schools	73%	77%	88%	89%	90%	93%

*newly opened schools do not have an inspection judgement in their first three years of operation.

Guide to Assessments and examinations

This report shows primary school attainment at:

- **Early Years Foundation Stage (EYFS)** (age 5). At this stage, children are assessed by their class teacher to determine whether they have reached a *good level of development* for their age in the areas of communication and language, physical development, personal, social and emotional development and basic literacy and mathematics.
- **Year 1 Phonics screening** (age 6). This assessment confirms whether children have learnt phonic decoding to an appropriate standard – i.e. they are able to translate sounds into the written word.
- **Key Stage 1** (age 7) – Statutory teacher assessments take place at the end of year 2. For the 2015-16 tests and teacher assessment standards were revised. Consequently the outcomes for 2015-16 are not directly comparable with KS1 assessments in previous years. Children are assessed through work set by their teacher in reading, writing, mathematics and science. They also take tests in reading and mathematics which form a part of the final teacher assessment. This year, there was also an optional test in Grammar, Punctuation and Spelling (GPS).
- **Key Stage 2** (age 11) - Statutory teacher assessments and tests also take place at the end of year 6. Reading, writing, mathematics and science are assessed by the teacher and there are formal tests in reading, grammar, punctuation and spelling (GPS), and mathematics. Just as in KS1, tests and teacher assessment standards were new for 2016 and are not comparable with results in previous years.
- **GCSE** These examinations are taken at the end of year 11. All young people are expected to study English, Mathematics, Science, a modern foreign language and one humanities subject (History, Geography etc). They will usually study a number of other subjects in addition to these.
- **A-Level** Young people who choose to follow an academic route after their GCSEs will normally study for Advanced levels. They will usually specialise in three or four subjects and are examined at the end of the two year sixth form course.

NOTE: The following are 2016 provisional results only. Validated results are provided by the DFE in December (for primary phase) and January (for secondary phase) of each year. These results are not for publication at this stage.

New floor Standards 2015-16

Floor standards are the minimum standards set by the government for schools based on pupil's achievement at KS2. These performance indicators are used to determine the success of a school in a year and over time.

KS2 Floor Standards

A school would be deemed to be above the floor standard if:

- at least 65% of KS2 pupils achieve the expected standard in R, W & M (combined) **OR**
- pupils make sufficient progress in each of R, W & M from KS1 starting points

Coasting schools

A school would be deemed as "coasting" if, over a period of three years:

- less than 85% of pupils do not achieve the expected standard in R, W & M (combined) at KS2 **AND**
- pupils do not make sufficient progress from KS1 in all of R, W & M

Sufficient progress for the 2016 floor standard has been defined as pupils having made greater than the following points progress from their starting points:

- Reading - 5 points
- Writing - 7 points
- Mathematics - 5 points

The progress parameter for coasting schools is set at:

- Reading - 2.5 points progress
- Writing - 3.5 points progress
- Mathematics - 2.5 points progress

Moderation

This is an approach for checking that teacher assessments across all key stages are rigorous and robust.

We have teams of senior advisers, consultants and school leaders that are experienced, knowledgeable and well trained to undertake this statutory work.

Moderation will take one or more of the following forms::

- School to School Moderation internal data – occasionally quality assured by external consultants
- Moderation of statutory teacher assessments within groups of schools – facilitated by senior advisers
- Moderation of Statutory Assessments for Early Years, KS1 and KS2 – A Local Authority statutory duty.
- Training and events on how to ensure moderation is accurate

In Southwark, Senior Advisers benchmark more than the minimum number of schools for moderation.

As a consequence of moderation activities, schools are confident that the data they hold on their children is accurate and a good foundation for going forward.

Highlights

- There are no schools in Southwark who fall below the floor standards set nationally.
- The LA procedures for moderating assessments were quality assured by Standards and Testing Agency who concluded that our systems and practice were exceptional and supportive.
-

Challenge

- Support schools to respond to the higher expectations set nationally so that they exceed both the floor standard and coasting standards.

Early Years Foundation Stage (EYFS)

Pupils achieving a Good Level of Development (GLD)

	2013	2014	2015	2016
Southwark	59.6%	65.6%	70.6%	72.1%
London	52.8%	62.2%	68.1%	71.2%
National	51.7%	60.4%	66.3%	69.3%

- Southwark is consistently above London and National levels for children achieving a GLD.
- Attainment is well above the national average in Southwark. The proportion of children achieving a good level of development (GLD) has risen from 70.6% in 2015 to 72.1% in 2016. This is 2.8% above national and 0.9% above London.
- Southwark continues to be above the average for its statistical neighbours (70.7%) for % of children achieving a good level of development
- In 2016 there was an increase in the number of children achieving the expected level of development in four out of seven areas of learning.
- Attainment was highest in Health and Self care (91.6%) and the greatest gain was made in Reading (1.2 percentage point increase).
- The average gain for schools offered additional support (aimed at schools with lowest GLD scores in the borough) was 12.7%. Southwark's gain was 1.5 percentage points. Therefore with intervention and support schools made on average 11.2 percentage points greater gains in children achieving a good level of development than Southwark schools in general.
- For schools offered additional support for two years in a row the average gain over the two year period was 18 percentage points.
- Since 2013 there has been a 12.5 percentage points increase in the percentage of children achieving a good level of development in Southwark.
- Since 2013 the greatest increase in the percentage of children achieving the early learning goal has been in writing (9.2 percentage points increase)
- At the end of the academic year 2015-2016, 97.7% of school based early years provision was judged to be either good or outstanding by Ofsted.

Phonics

Year 1 phonics screening check:

	2013	2014	2015	2016
Southwark	72%	77%	81%	82%
London	72%	77%	80%	83%
National	69%	74%	77%	81%

See Appendix 2 for cohort characteristics analysis.

Highlights

- Since the introduction of this assessment in 2012, there has been a continued upward trend in Year 1 performance. In 2016, 82% of Year 1 pupils met the required standard in the phonics screening assessment – an improvement from the previous year (81% in 2015) and 1 percentage point higher than the national average of 81%.
- Compared with national results in Year 1 phonics screening, Southwark's performance has consistently been higher than national standards and broadly in line with London.
- 91% of pupils at the end of Year 2 had met the required standard. These are pupils who were screened in Year 1 plus any pupils in Year 2 who were re-screened or being screened for the first time. This equates to an improvement of 1 percentage point from the previous year and is in line with the national average.

KS1 – YEAR 2 SATS AT 7 YEARS OLD

	Reading	Writing	Mathematics	Science
LA total	77%	70%	76%	82%
Of which % greater depth	(25%)	(15%)	(21%)	N/A
National	74%	65%	73%	82%
Of which % greater depth	(24%)	(13%)	(18%)	N/A

*See Appendix 2 for KS1 cohort characteristics analysis.
Figures in brackets show the percentage of children working at greater depth*

New testing and assessments arrangements were introduced in 2016 so a comparison to previous years is not available. Descriptions for the new standards have been revised and are now referred to as ‘working towards the expected standard’, ‘working at the expected standard’, and ‘working at greater depth within the expected standard’ in reading, writing and mathematics. A new test in Grammar, Punctuation and Spelling (GPS) was optional this year. There is no assessment for working towards the expected standard or working in greater depth for science at KS1. Tests at KS1 are used to inform the overall teacher assessment. Scaled scores for tests were introduced this year, whereby raw scores were aligned to a range with a scaled score of 100 or more being the expected standard.

Highlights

- This year, Southwark performed better than national in all of reading, writing and Mathematics at both the expected standard and working at greater depth with the expected standard.
- Southwark are in the top quartile nationally in all of reading, writing and Mathematics except in science where Southwark is in line with national and in the second quartile.
- Writing interventions in targeted schools have been highly successful.
- 100% project schools raised attainment at KS1 writing from L2B+ in 2015 to the new “expected” standard in 2016 compared to only 38% of Southwark schools overall who raised attainment from L2B+ to expected. (The project schools constituted 1/3 of these schools).
- Southwark results overall fell from 72% L2B+ to 70% at the new expected standard. However, national figures show a drop of 6% for the same comparison.
- The average gain in writing for project schools was 10 percentage points.
- The majority of project schools have now raised attainment between end of EYFS to end of KS1.

KS2 - YEAR 6 SATS AT 11 YEARS OLD (Provisional)

As in KS1, new testing and assessments arrangements were introduced this year and consequently a comparison with previous years is not available.

Tests in reading, Mathematics and GPS (Grammar, Punctuation and Spelling) were devised to assess the demands of the 2014 national curriculum. Raw scores are now equated to a scaled score ranging from 80 - 120, with 100 being the expected score. A higher scaled score of 110 was set for 2016. There are teacher assessment standards for reading, writing, Mathematics and science.

	Reading (test)	Writing (TA)	GPS (test)	Mathematics (test)	Science (TA)	RWM
LA Published (minus 8 schools)	66% (18%)	71% (17%)	75% (25%)	73% (18%)	75% (N/A)	51% (6%)
LA All schools	66% (18%)	79% (19%)	75% (25%)	73% (18%)	83% (N/A)	57% (7%)
London	68% (20%)	76% (17%)	77% (29%)	76% (22%)	81% (N/A)	57% (7%)
National	66% (19%)	73% (14%)	72% (22%)	70% (17%)	80% (N/A)	52% (5%)

GPS= Grammar Punctuation & Spelling **RWM** = Reading Writing Mathematics Combined

See Appendix 2 for the full KS2 cohort data

Figures in brackets show the percentage of children working at greater depth

Note: Eight schools in Southwark missed the deadline to submit their teacher assessments to the DfE. Published results for writing and consequently RWM combined are affected. LA actual results are based on data from 22nd August. KS2 results will be revised in December following the schools' checking exercise.

Typically the percentage of children working at the expected standard increases once new arrivals are discounted and outcomes for writing will be significantly higher than the current published results

Highlights

- Provisional outcomes show that 57% of pupils in Southwark achieved the expected standard in all of reading, writing and Mathematics combined. This is 5 percentage points higher than the national average of 52% and same as the London average.

- 66% of Southwark pupils achieved the new expected standard in reading, in line with national average, and below London by 2 percentage points. 18% of Southwark pupils attained a higher scaled score in reading compared with 19% nationally and 20% in London.
- In writing, 79% of pupils achieved the new expected standard compared with 73% nationally. Of these, 19% reached a standard of greater depth compared with 14% nationally. Southwark pupils also achieved 3 percentage points higher than the London average of 76% at the expected standard, and 2 percentage points higher at the standard of working at greater depth.
- In previous years the % of pupils achieving the expected standard in reading have remained the same as London and 1-2% above national. Writing 1-2% below London and 1-2% % above national and in mathematics generally the same as or 1% below London but 2% above national.
- 75% of Southwark pupils in year 6 attained the expected standard in grammar, punctuation and spelling, compared with 72% nationally, a difference of 3 percentage points. 25% of Southwark pupils reached the higher scaled score compared with 22% nationally and 29% in London.
- In Mathematics, 73% of pupils in Southwark achieved the expected standard, 3 percentage points more than those nationally, and 3 percentage points lower than pupils in London overall.

Priority for Improvement at KS2

- Raise attainment in writing by targeting identified schools through intervention and sharing of good practice.
- Raise attainment in KS2 reading and Mathematics so that a higher percentage of pupils in Southwark reach the standard now expected through a targeted program for a number of schools.
- Work with school leaders in the nine lowest identified schools in mathematics, so that they can track attainment and progress of **all** groups, especially disadvantaged, in order to diminish the gap. Senior advisers will monitor this work during their visits.
- Diminish the difference between Southwark and London performance at KS2 through school to school partnership work so that good practice is shared and pupil outcomes improved.

Progress measures KS2

Progress from KS1 to KS2

Progress at KS2 is measured using pupils' prior attainment at KS1.

Pupils KS2 progress is measured against the average scaled score alongside other pupils from their same KS1 attainment group. These groups are known as PAGs (prior attainment groups).

The national average is set at 0 and a school's overall progress score is determined by finding the average progress of each year 6 pupil compared with others in the same prior attainment group at KS1.

Most pupils are expected to make good or better progress from their relative starting points.

	Reading	Writing	Mathematics
Southwark	+1.1	+2.0	+1.4
National	0	0	0

- Southwark schools perform well compared to schools nationally in each of reading, writing and Mathematics.

Key Stage 4 - GCSE provisional data 2016

A new secondary school accountability system was implemented this year - replacing the old GCSE headline measure of 5+ A*-C including English and Mathematics. Key measures now focus on attainment 8, progress 8, attainment in English and Mathematics (A*-C), and English Baccalaureate (EBACC)

	Attainment 8	Progress 8	A*-C grade in English & Mathematics	English Baccalaureate
LA	52.8	0.23	68.6%	35.6%
London	51.7	0.16	65.9%	31.6%
National	49.9	-0.04	62.8%	24.6%

Note: Results for 2016 are provisional. Revised data will be published in January 2017

Attainment 8

Attainment 8 measures pupils' average achievement based on a suite of up to eight qualifications. These include English, Mathematics, three EBACC qualifications, and three further qualifications.

Progress 8

Progress 8 is a measure of the progress made between KS2 and KS4. Pupils' attainment 8 scores are compared with the average attainment 8 score of pupils nationally, with similar prior attainment at KS2.

Attainment in English and Mathematics (A*-C)

This measure identifies the percentage of pupils achieving a grade C or above in both English and Mathematics.

English Baccalaureate

The English Baccalaureate identifies the percentage of pupils achieving grades A* to C in core academic subjects at KS4 which includes English, Mathematics, science, a language and history or geography.

Highlights

- The council's aim is that at least 70% of our young people to be achieving five good GCSEs. Provisional figures for 2016 indicate that 75.5% of Southwark young people achieved this milestone. This is a 1.9% improvement on 2015.

- For attainment in English and Mathematics at grade A*-C, 68.6% of pupils in the LA achieved this measure compared to 62.8% nationally and 65.9% for London. Compared to the previous year, there was a 2.5 percentage points improvement on Southwark's performance.
- 35.6% of pupils in Southwark achieved the English Baccalaureate. This is 11.0 percentage points higher than national and an improvement of 3.6 percentage points, from 32.0% in the previous year. Southwark also outperformed London by 4.0 percentage points.
- The average attainment 8 score per Southwark pupil was 52.8. This compares to 49.9 nationally and 51.7 for London.
- The overall progress 8 score for Southwark was 0.23. This means Southwark pupils on average made almost one quarter of a grade more progress than the national average. Compared to pupils in mainstream schools nationally, the average progress made by Southwark was statistically significant. Southwark also compares well to performance across London.
- Southwark are in the top quartile for all new GCSE headline measures.

KS4 (GCSE and equivalents) – Year on Year Trend

Based upon the old KS4 headline measures Southwark remains ahead of the national % achieving 5+A*-C by 7.4% and 5+A*-C including English and Mathematics by 5.8%. Reporting of these measures for 2016, has been strictly for comparison purposes.

	Southwark 2012	National 2012	Southwark 2013	National 2013	Southwark 2014	National 2014	Southwark 2015	National 2015	Southwark 2016	National 2016
5+ A* - C GCSE	84.8%	83.0%	85.1%	83.0%	71.3%	65.6%	73.6%	66.2%	75.5%	68.1%

Note: Results for 2016 are provisional.

	Southwark 2011	National 2011	Southwark 2012	National 2012	Southwark 2013	National 2013	Southwark 2014	National 2014	Southwark 2015	National 2015	Southwark 2016	National 2016
5+ A* - C GCSE inc. English and Mathematics	58.0%	58.4%	58.8%	59.1%	65.2%	60.8%	62.5%	56.8%	64.5%	57.3%	62.8%	57.0%

Note: Results for 2016 are provisional.

Key stage 5- A Levels

There has been good improvement in the A level performance of Southwark school pupils, specifically results at the higher grades. Compared to performance 5 years ago, the percentage of entries gaining the top A*- A grades has increased to 23.8% from 17.9% - almost 6 percentage points improvement. For A*- C grades, the improvement is 4.2 percentage points - from 74.3% to 78.5%

	Southwark 2011	National 2011	Southwark 2012	National 2012	Southwark 2013	National 2013	Southwark 2014	National 2014	Southwark 2015	National 2015	Southwark 2016	National 2016
A* - A	17.9%	26.8%	25.3%	26.5%	20.8%	26.3%	22.2%	26.0%	20.8%	25.9%	23.8%	25.8%
A* - C	74.3%	76.0%	77.4%	76.4%	78.2%	77.0%	76.2%	76.5%	77.6%	77.2%	78.5%	77.5%
A* - E	97.9%	97.9%	99.7%	98.0%	99.3%	98.1%	99.1%	98.0%	99.7%	98.1%	97.0%	98.1%

Note: Results for 2016 are provisional and based on data provided directly from schools. Not all schools have provided their data for 2016.

Southwark Scholarship Scheme

The Southwark scholarship scheme supports Southwark young residents who have made a positive impact in their community. The Scheme provides university tuition fee payments, assisting high achieving young people from low income families.

Since the inception of the Council's Scholarship Scheme in 2011, there have been 61 students benefiting from the Scheme.

For the 2016-17 intake, 12 students were awarded the scholarship, including:

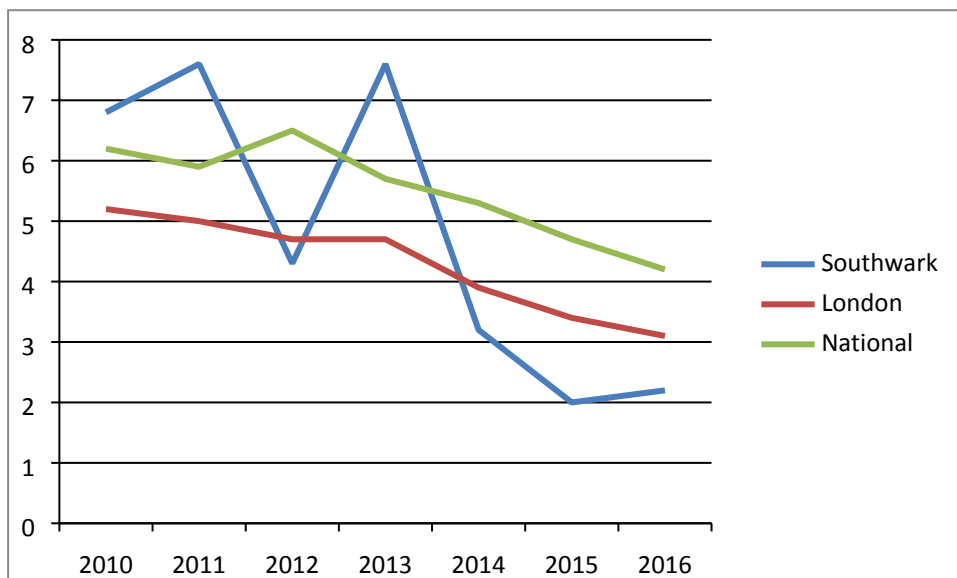
School	University	Course of Study
Bacon's College	University of Birmingham	Psychology
City of London Academy	University College London (UCL)	Medicine
City of London Academy	University of Leicester	Aerospace Engineering
Globe Academy	University of Birmingham	Geography (with year abroad)
Kings College Mathematics School (Lambeth)	Imperial College London	Mathematics
Kingsdale Foundation School	Oxford University	Philosophy, Politics and Economics
London Academy of Excellence (Newham)	University of Sheffield	Civil and Structural Engineering
Sacred Heart Catholic School	University of York	Human Geography and Environment
Sacred Heart Catholic School	University of Southampton	International Relations
St Saviour's & St Olave's School	Goldsmiths University of London	Psychology

Post 16 students

Southwark is required to track and support young people leaving school to secure as far as possible their journey into further education, training or employment. The performance in this area is measured by the number of young people who are aged 16-19 who are not in employment education or training (NEET).

The Participation, Education and Training Team support young people to make informed choices about appropriate courses and/or next steps into the workplace. This advice increases young peoples' chances of gaining employment or accessing further study. The team has again been awarded the Matrix standard, the national quality mark for the delivery of advice and guidance services. The team also deliver externally funded programmes.

Performance over time (% of 16-19 year olds recorded as being NEET)



The NEET figure for Southwark continues to be better than London and National averages, maintaining Southwark's ranking in the top quartile. In September 2016, 98.3% of Southwark 16 & 17 year olds had an offer of education or training, this is better than the national figure of 94.6% and London (95%).

The improvement in young people engaged in employment, education or training has been achieved through joint working with schools, other council services and external agencies. Externally funded programmes in 2015/16 included:

(i) B2B2 Back to Business 2 (ended December 2015)

This European Social Fund preventative NEET programme targeted 16-19 year olds at risk of becoming NEET. Young people with school attendance or behavioural issues, learning difficulties or English as a second language formed part of the audience. 158 Southwark young people completed the programme in 7 different provisions, remaining in education, employment or training. While gaining accredited learning, participants attended high quality careers guidance and skills events (e.g. Skills London at EXCEL), opening possibilities for further and higher education and employment opportunities.

(ii) Youth Contract (ended January 2016)

This NEET re-engagement programme was funded by the Education Funding Agency. Young people with 1 GCSE A-C grade or less, looked after children and young offenders were supported into 26 weeks' sustained employment or training. Southwark exceeded contractual targets, achieving a gold performance rating. This contributed to subsequent successful bids for external funding.

(iii) CALM (Careers & Learning Mentoring)

Capitalising on previous grant-funded performance, the team successfully secured a new European Social Fund contract late in the academic year. CALM is a NEET outreach programme for 16-24 year olds not claiming Job Seekers Allowance, providing each young person with a qualified and experienced resilience mentor for support. This programme offers participants advice and guidance on their choices, progression planning and practical support (e.g. preparation for interviews, travel costs). Participants remain members of the programme for 6 months after they engage in education, training or employment.

Looked After Children

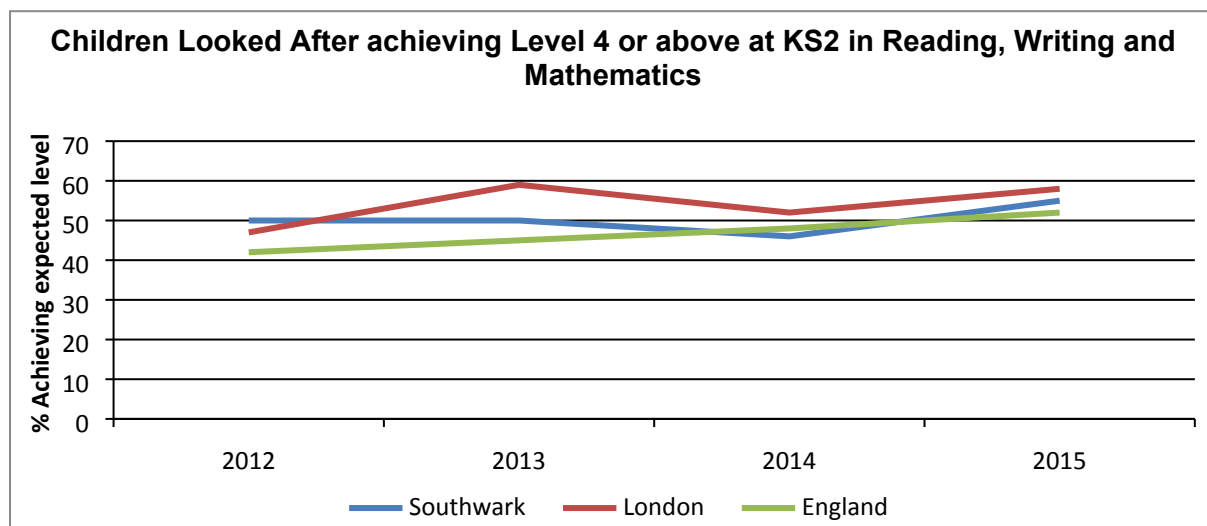
Southwark is responsible for 453 Looked After Children (LAC) from reception to year 13, attending 252 schools and colleges across England and Wales. The LAC Education team supports the learning outcomes of Looked After Children through a variety of strategies including:

- Advocating for the best possible education provision for Southwark's Looked After Children, in multi-disciplinary contexts.
- Securing rapid, appropriate education provision at times of placement change.
- Tracking pupil attainment and attendance; focussing on pupils' academic progress and raising alerts regarding those at risk of disengagement.
- Supporting the development of Personal Education Plans (PEPs), securing the best possible placements for pupils with high risk factors and/or poorest academic progress.
- Commissioning interventions to increase literacy and numeracy skills and improve attitudes to learning.

LAC Attainment – Key Stage 2

Percentage of Year 6 pupils achieving Level 4 in Reading, Writing and Mathematics

	2012	2013	2014	2015
Southwark LAC	50	50	46	55
London LAC	47	59	52	58
England LAC	42	45	48	52



Key Stage 2 Attainment was markedly higher in 2015 than 2014, with 55% of Year 6 LAC students achieving expected levels in Reading, Writing and Mathematics: an increase of 9% from the previous academic year. This followed National and London trends, but with a more significant increase compared with increases of 4% and 6% respectively. There was a small drop in the percentage of learners achieving a level 4 in Reading. As a result, there was an increased focus on Reading for children of Primary School age in the academic Year 2015-2016 with appropriate level books being given to pupils at PEP Meetings and work with Foster Carers to encourage reading for pleasure. The percentage of students achieving the expected levels in Grammar, Punctuation and Spelling also increased from 50% to 55%.

LAC Progress – Key Stage 2

Percentage of Year 6 pupils making 2 or more levels progress in Key Stage 2 in 2015

	Reading	Writing	Mathematics
Southwark	71.40%	71.40%	81%
England	82%	84%	77%

The percentage of students making two or more levels of progress in Mathematics was above that of all LAC students nationally. Reading and Writing are below that of LAC pupils nationally. Pupil Premium Funding has been used to fund a primary LAC Advisor post for 2015-2016 in order to improve outcomes in the Primary Phase. There has also been an increased focus on literacy in the primary phase using the Pupil Premium funded "Letterbox" resource to support reading and writing development.

Percentage of Students Achieving Expected Levels in 2016

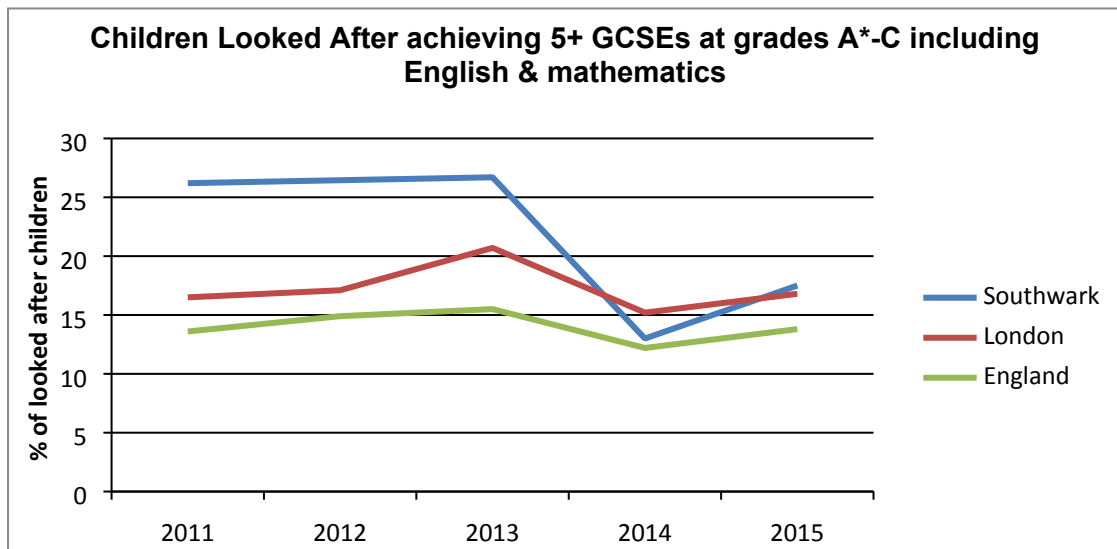
	Percentage of Students Achieving Expected Standard - 2016			
	Reading	GPS	Writing	Mathematics
Southwark LAC	52	40	61	40
England All	66	72	87	70
Gap	14	32	26	30

	Percentage of Students Achieving Expected Standard - 2015			
	Level 4+ Reading	Level 4+ GPS	Level 4+ Writing	Level 4+ Mathematics
Southwark LAC	61.9	47.6	61.0	61.9
England All	89.0	80.0	87.0	87.0
Gap	27.1	32.4	26.0	25.1

Results for Key Stage 2 are not directly comparable between academic years 2015 and 2016 because of a change in assessment methodology. It is, however, noteworthy that the gaps between pupils achieving expected levels are closing or stable in most cases. In the case of Reading the gap has almost halved: strategies used in 2015-2016, described in more detail earlier, have had an impact. Raising attainment and progress levels in Key Stage 2 Mathematics is a focus for the academic year 2016-2017 with Pupil Premium funds being used to distribute specialist software to students that have gaps in their knowledge and understanding. The usage of this software is then monitored by LAC Advisors to ascertain where further intervention is necessary.

Note: DFE published data for 2016 LAC outcomes is unavailable until March 2016

LAC Attainment - GCSE



	2013	2014	2015	2016*
Southwark (LAC)	26.7	13	17.5	20.7
London (LAC)	20.7	15.2	16.8	Published March 2017
England (LAC)	15.5	12.2	13.8	Published March 2017

GCSE Outcomes for Southwark Looked after Children improved significantly in 2015. The percentage of students achieving 5A*-C EM was 4.5% higher than the previous academic year compared with an improvement of only 1.6% for both London and England Looked after Children. There was a further increase of 3.2% in 2016; 20.7% of Southwark Looked after Children achieved 5A*-C including English and Mathematics.

These improvements are largely due to an increased focus on supporting Year 11 pupils with English and Mathematics in the academic year 2014- 2015 and 2015 -2016. This has involved some targeted, Pupil Premium funded supplementary home tuition, where gaps have been identified using the PEP process. This has also led to increased numbers of students achieving A*-C in both English and Mathematics in both academic years.

There was also some modest improvement in overall outcomes excluding English and Mathematics as shown in the chart below.

	2013	2014	2015	2016
Southwark (LAC)	42.2	19.6	20	20.7
London (LAC)	39.9	19.9	21.8	Published March 2017
England (LAC)	37.2	16.3	18.3	Published March 2017

*Note: DFE
published
data for*

2016 LAC outcomes is unavailable until March 2017

**Unvalidated Data*

Performance of Southwark LAC Students in and out Southwark borough provision

Key Stage 2 Attainment - 2016

	% Achieving Scaled Score of 100+			
	Reading	Writing	GPS	Mathematics
Attending School In-Borough	53	53	41	35
Attending School Out of Borough	43	50	36	36

Key Stage 4 Attainment – 2016

	Percentage of Southwark LAC			
	5+ GCSE A*-C	5+ GCSE A*-C EM	EM A* - C	5+ GCSE A*-G
Attending School In-Borough	42.9	35.7	35.7	57.1
Attending School Out of Borough	15.8	15.8	21.1	36.8

Comparisons between Southwark LAC educated in and out of Southwark Borough show that students educated in borough consistently outperform Southwark LAC out of borough. The gap is much more apparent at Key Stage 4 than at Key Stage 2 where students educated in borough outperform out of borough students on every measure by at least 15%. This is also true in previous academic years.

Impact of changes to Curriculum and Accountability Measures

Changes to accountability measures and examinations systems in 2014 had more of an impact on the LAC cohort than they did on their non-LAC counterparts. This was in part because the types of qualifications available are less suited to the needs of vulnerable learners, or learners with gaps in their education.

The most recent changes in accountability measures for schools may also have an impact in terms of individual curriculum choices for learners and examination style. In order to mitigate for any negative impact the Virtual School have increased support in three key areas:

- **PEPs.**

PEPs bring together a range of professionals, the Looked After Child and Carer in order to make educational decisions, set targets and monitor progress. They are a key driver in ensuring good quality educational provision that is well suited to the specific needs of Looked after Children and are an holistic tool to improve attainment and engagement. The Virtual School has: employed a project officer to track PEP completion rates and added to a small team of LAC Education Advisors who are able to attend priority PEPs and support Social Workers through the process where they are unable to attend. PEP Completion rates increased dramatically in the academic year 2015-2016, from 42% to 84%.

- **Advice and Guidance.**

Engagement and achievement is likely to be higher when young people are clear about the pathway they want to follow post 16. We have employed two additional advisors to ensure that all LAC in Key Stage 4 have access to high quality one to one guidance. CLA NEET figures, at September 2016, was at an all time low of 16% compared with a national average in the region of 40%

- **Educational Support**

LAC education advisors work with schools to ensure that all Looked after Children have the right support to enable them to succeed. The Virtual School have increased the number of advisors, reducing their caseload. This has allowed more focused support, particularly where there are concerns. This includes more support for Social Workers as they navigate de-standardisation of assessment in schools, academisation and curriculum changes. All of which, make it more difficult to advocate for the child, particularly for non-specialists.

Attendance across Southwark primary and secondary schools

Primary Schools

The latest figures on pupil attendance for the academic year 2013/14 were released by the DfE in March 2015, showing improvements in primary school attendance.

Highlights

- Overall attendance has risen across all Southwark primary schools by 0.8 percentage points and performance now exceeds National, London and Inner London rates.

Note: The lower the % the better the performance

	Year	Southwark	Inner London	National
Authorised Absence %	2010/11	4.0	4.1	4.3
	2011/12	3.5	3.4	3.7
	2012/13	3.5	3.5	3.9
	2013/14	2.8	2.9	3.0
	2014/15	2.9	3.0	3.1
Unauthorised Absence %	2010/11	1.3	1.2	0.7
	2011/12	1.0	1.0	0.7
	2012/13	0.9	1.0	0.7
	2013/14	0.9	1.1	0.8
	2014/15	1.0	1.0	0.9
Overall Attendance %	2010/11	94.7	94.7	95.0
	2011/12	95.5	95.6	95.6
	2012/13	95.5	95.5	95.3
	2013/14	96.3	96.1	96.1
	2014/15	96.0	96.0	96.5
Persistent Absence %	2010/11	5.0	4.4	3.9
	2011/12	3.9	3.4	3.1
	2012/13	3.3	3.0	3.0
	2013/14	2.0	2.1	1.9
	2014/15	2.4	2.3	2.1

Source DfE Database

- Of particular significance is the decrease in persistent absence which in 2012/13 at 3.3% was higher than the National, London and Inner London rates. In 2013/14 persistent absence decreased to 2.0%, an improvement of 1.3 percentage points which is 0.1 percentage points lower than the London rate, and 0.1 percentage points higher than National. Persistent absence has been targeted by the Early Help educational welfare officers as a priority to improve.

Secondary Schools

Southwark secondary school attendance improved during 2013/14 with all types of absence declining to below the National, London and Inner London rates. Over a 4 year period attendance across Southwark secondary schools has improved by almost 2 percentage points. There has been a significant improvement in Secondary Persistent Absence rates, which have declined by 4.5 percentage points over a 4 year period, and are now well below National, London and Inner London rates.

Note: The lower the % the better the performance

Source
DFE
Database

	Year	Southwark	Inner London	National
Authorised Absence %	2010/11	4.5	4.4	5.1
	2011/12	3.9	3.9	4.6
	2012/13	3.7	3.7	4.5
	2013/14	3.2	3.4	3.9
	2014/15	3.2	3.4	4.0
Unauthorised Absence %	2010/11	1.6	1.6	1.4
	2011/12	1.4	1.4	1.3
	2012/13	1.4	1.4	1.4
	2013/14	1.1	1.3	1.3
	2014/15	1.2	1.4	1.3
Overall Attendance %	2010/11	93.9	94.0	93.5
	2011/12	94.7	94.7	94.1
	2012/13	94.9	94.9	94.1
	2013/14	95.6	95.3	94.8
	2014/15	95.6	95.2	94.7
Persistent Absence %	2010/11	8.2	7.5	8.4
	2011/12	6.9	6.3	7.4
	2012/13	5.6	5.1	6.5
	2013/14	3.7	4.2	5.3
	2014/15	4.2	4.5	5.4

Exclusions

Whilst permanent exclusion rates rose nationally from 0.06% to 0.07% across state funded primary, secondary and special schools combined, permanent exclusion rates remained unchanged in Southwark. In the 2014/15 academic year, there were 18 (or 20 when rounded to the nearest 10) permanent exclusions issued by Southwark schools. Expressed as a percentage of the overall school population, this was equivalent to 0.05%

- Southwark was joint 38th lowest for the rate of permanent exclusions expressed as a percentage of the school population – joint 47th lowest in the previous year – equating to an improvement of 9 places.
- When compared to 2013/14, the LA remained in the second quartile for having the lowest rate of permanent exclusion.
- In Southwark, all permanent exclusions were issued by schools in the secondary sector (NB: Ark Globe Academy are counted under the secondary school phase by the DfE). In total 6 schools were responsible for issuing the 18 exclusion.
- Having had rates of permanent exclusion that exceeded the national levels for a number of years and as recently as 2011/12, for the second consecutive year, Southwark's permanent exclusion rate was below the national average (0.07%). Additionally, Southwark's permanent exclusion rate continued to be lower than those reported across London (0.07%), as well as the average for our statistical neighbours (0.09%).

Sourced: DfE

Fixed Period Exclusions

- Latest figures for the number and rate of fixed period exclusions issued by Southwark in 2014/15 mirror national and London performance with all showing an increase in fixed period exclusion figures
- Within Southwark, the largest number of fixed period exclusions were issued by its secondary schools followed by primary schools, and lastly by special schools.
- 53 state funded primary, secondary and special schools were responsible for the fixed period exclusions issued within the LA in 2014/15.
- For the second consecutive year, the rate of fixed period exclusion for Southwark continued to be below the national rate (3.88 in 2014/15). Conversely, Southwark's fixed period exclusion rate continued to exceed the London average of 3.28%
- For the 3rd consecutive year, Southwark's fixed period exclusion rate was below our statistical neighbour average of 4.18%

School Admissions

Summary of primary school preferences allocated to Southwark residents 2010 -2016

Southwark aims to secure a reception place for every child starting school within 2 miles of home, and place a child in at least 1 of their first 3 preferences. The table below shows improvement in this commitment over the last five years. In addition 99.6% of applications are now processed online and on time.

	2010		2011		2012		2013		2014		2015		2016	
Total applications received	3,218	100.0%	3,237	100.0%	3,468	100.0%	3,411	100.0%	3,389	100.0%	3,536	100.0%	3,380	100%
Total primary school places available	3,416		3,394		3,702		3,673		3,738		3,860		3,995	
Number offered 1st preference	2,664	82.8%	2,561	79.1%	2,692	77.6%	2,804	82.2%	2,684	79.20%	2,823	80.0%	2,875	85.1%
Number offered one of their 4 (4 from 2011) preferences	3,039	94.4%	3,055	94.4%	3,269	94.2%	3,272	95.9%	3,177	94.00%	3,376	95.4%	3,310	98%
Number manually offered an alternative place (not offered a preference)	174	5.4%	182	5.6%	198	5.7%	139	4.0%	197	5.80%	160	4.5%	70	2.1%
Pupils without an offer	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.00%	0	0.0%	0	0.0%
Pupils not in receipt of a local offer (within 2 miles)	No available data	No available data	1	0.03%	0	0.0%	1	0.03%	0	0.00%	0	0.00%	0	0.0%

The primary figures show that despite an increased number of applicants, we remain above the national and inner London/Greater London averages, which is something we should be pleased with. We can note:

- That children in primary in Southwark have seen a 6% rise in getting their first choice since 2014, against an inner London rise of 3.8%, a London rise of 2.6%, and a national rise of 0.7% this is likely due to the considerable number of additional places we have added
- First choices are above inner London and London averages
- The percentage of parents receiving one of their first three choices has also increased since 2014 by 5% - against an inner London rise of 1%, London 1.9% and nationally, 0.6% this is again likely due to a greater number of school places being available for applicants.
- The percentage of preferences 1-3 is above inner London and London averages, and only 0.1% less than the national figure
- The percentage of parents receiving any of their choices has grown by 3.6% - against an inner London rise of 2.1%, London 1.4% and nationally, 0.5%
- The percentage for all preferences are above inner London and London averages, and above the national average

Summary of secondary school preferences allocated to Southwark residents 2010 -2016

	2010		2011		2012		2013		2014		2015		2016	
Total applications received	2,459	100.0%	2,521	100.0%	2,436	100.0%	2,500	100.0%	2,595	100.0%	2,637	100.0%	2,857	100%
Number offered 1st preference	1,345	54.7%	1,322	52.4%	1,362	55.9%	1,468	58.7%	1,592	61.4%	1,571	59.6%	1,689	59.1%
Number offered one of their first 3 preferences	2,039	82.9%	1,987	78.8%	2,011	82.5%	2,126	85.0%	2,296	88.5%	2,281	86.5%	2,443	85.5%
Number offered one of their first 6 preferences	2,250	91.5%	2,232	88.5%	2,213	90.8%	2,327	93.0%	2,448	94.4%	2,457	93.2%	2,639	92.4%
Number manually offered an alternative place (not offered a preference)	207	8.4%	243	9.6%	215	8.8%	173	6.9%	147	5.7%	180	6.8%	218	7.6%
Pupils without an offer	0	0.0%	44	1.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

The above data is updated each year on Offer Date and does not take account of any late applications processed after the offer date.

If we look at historical data, we can see that:

- Figures for Southwark first preferences have actually seen a small rise since 2013 of 0.3%, against a reduction in inner London of 1.7%, London 2.3%, and nationally 2.6%
- The pattern is similar for choices 1-3 – Southwark shows a small rise since 2013 of 0.4%, against a reduction in inner London of 0.4%, London 2.1%, and nationally 1.5%
- For all preferences, Southwark shows a rise since 2013 of 2.3%, against a reduction in inner London of 0.9%, London 1.3%, and nationally 1.3%
- Since 2014, the percentage of pupils receiving their first choice has fallen across all geographies – Southwark by 1.8%, inner London by 1.0%, London by 1.4% and nationally by 1.1%, so this is part of a London-wide and national pattern.
- For all parental choices since 2014, Southwark's percentages have increased by 2.4%, against inner London and London reductions of 1.0%, and a national reduction of 1.3%

Teacher and Governor awards

Each year Southwark Council recognises and celebrates the outstanding contribution that teachers and governors make to the quality of our schools and outcomes for all our pupils.

Outstanding teachers and innovative practice in Southwark schools over the past four years have been celebrated through the Southwark Teacher Awards. Over 120 outstanding teachers and schools have been recognised by these awards for making a positive difference to the pupil's they teach. This year has been no exception, and our awards are continuing to grow. Five schools in Southwark where pupils at the end of Key Stage 2 were in the top 1% nationally for pupil progress in Mathematics, reading or writing, received recognition through the Outstanding Pupil Progress Award.

Tuke School and Cherry Garden School both received a prestigious Director of Education award in recognition that they have been consistently judged to be an outstanding school over 3 inspection cycles. Both schools contain highly experienced teams of professionals committed to providing individualised learning, support and opportunities for their pupils with profound, multiple and severe learning difficulties they support teachers, families and other schools in Southwark.

Outstanding Pupil Progress Awards
Bessemer Grange
Ilderton Primary School
John Donne Primary School
St Joseph's Gomm Road
Cathedral School of St Saviour and St Mary Overy

Year on year these awards are growing, as a result of the excellent teaching and learning opportunities in our schools. We have added a new award category to acknowledge the support given by our schools to support develop our newly qualified teacher (NQTs) and next generation of leaders in Southwark. This has been a very exciting year for our primary newly qualified teachers (NQT) in Southwark. In 2015/16 every primary NQT in Southwark had the opportunity to visit a variety of different settings and participate in three high quality school based training sessions. This would not have been possible without the support of the Cathedral School of St Saviour and St Mary Overy, John Ruskin Primary School, Charles Dickens Primary School, Surrey Square Primary School, Cherry Garden School and Rotherhithe primary school who received the prestigious NQT school based training award.

Many of Southwark's children have benefited from this commitment to raising standards and improving life long chances.

The event was documented through photos and published to our brand new Southwark Schools Website.

Appendix 1. Ofsted Ratings - 1st September 2016

Key: 1- Outstanding 2. Good. 3-Requires Improvement. 4-Inadequate/Special Measures.

School Name	Type	Current OFSTED:	
		Inspection date	Inspection rating
Secondary Schools			
ARK All Saints Academy	Academy	02/06/2015	2
Ark Globe Academy	Academy	24/10/2014	2
Bacon's College	Academy	13/03/2013	2
City of London Academy (Southwark)	Academy	08/06/2016	2
Compass School	Free school	20/05/2015	3
Harris Academy At Peckham	Academy	30/09/2015	2
Harris Academy Bermondsey	Academy	19/03/2015	1
Harris Boys Academy East Dulwich	Academy	07/12/2011	1
Harris Girls' Academy East Dulwich	Academy	14/03/2012	1
Highshore School	Community special	27/02/2013	2
Kingsdale Foundation School	Academy	06/12/2012	2
Newlands School	Academy special	16/03/2016	2
Notre Dame Roman Catholic Girls' School	Secondary	22/11/2012	1
Sacred Heart Roman Catholic Secondary School	Academy	12/12/2012	1
Southwark Inclusive Learning Service KS3, KS4 & Sils+	PRU	30/01/2015	2
Spa School	Community special	02/12/2015	1
St Michael's & All Angels C of E	Academy	16/05/2011	2
St Michael's Catholic College	Academy	04/07/2013	1
St Saviour's and St Olave's Church of England School	Secondary	25/02/2009	1
The Charter School	Academy	04/11/2009	1
The St Thomas the Apostle College	Secondary	28/11/2014	1
Tuke School	Community special	04/10/2011	1
Walworth Academy	Academy	23/10/2014	2
Primary Schools			
Albion Primary School	Primary	12/10/2011	1
Alfred Salter Primary School	Primary	17/11/2011	2
Bellenden Primary School	Primary	24/09/2013	2
Beormund Primary School	Community special	01/03/2013	2
Bessemer Grange Primary School	Primary	11/03/2015	2
Bethlem and Maudsley Hospital School	Community special	17/11/2011	1
Boutcher Church of England Primary School	Primary	06/05/2008	1
Brunswick Park Primary School	Primary	28/11/2014	3
Camelot Primary School	Primary	25/02/2016	3
Charles Dickens Primary School	Primary	10/03/2008	1
Charlotte Sharman Primary School	Primary	12/07/2013	2
Cherry Garden	Community special	04/06/2015	1
Cobourg Primary School	Primary	05/11/2014	2
Comber Grove School	Primary	07/05/2015	2

School Name	Type	Current OFSTED:	
		Inspection date	Inspection rating
Crampton School	Primary	04/02/2014	1
Crawford Primary School	Primary	13/03/2013	1
Dog Kennel Hill School	Primary	12/09/2011	2
Dulwich Hamlet Junior School (became an academy 01/04/11)	Academy	16/09/2008	1
Dulwich Village Church of England Infants' School	Primary	16/09/2008	1
Dulwich Wood Nursery School	Nursery	10/05/2016	2
Dulwich Wood Primary School	Primary	06/03/2012	2
English Martyrs Roman Catholic Primary School	Primary	08/07/2016	2
Evelina Hospital School	Community special	31/01/2013	1
Friars Primary Foundation School	Primary	14/06/2013	2
Gloucester School (converted to Angel Oak Academy in 01/02/2015)	Primary	21/06/2012	2
Goodrich Community Primary School	Primary	22/03/2012	2
Goose Green Primary School	Academy	13/06/2012	2
Grange Primary School	Primary	04/10/2012	2
Grove Nursery School	Nursery	03/12/2014	2
Harris Primary Academy, Peckham Park (became an Academy 01/09/11)	Academy	28/11/2014	2
Harris Primary Free School Peckham	Free school	28/03/2014	1
Haymerle School	Community special	12/03/2015	2
Heber Primary School	Primary	30/09/2015	2
Hollydale Primary School	Primary	13/01/2016	3
Ilderton Primary School	Primary	18/06/2015	1
Ivydale Primary School	Primary	17/10/2012	2
John Donne Primary School (became Academy Jan 14)	Academy	11/10/2011	1
John Ruskin Primary School	Primary	28/01/2009	1
Judith Kerr Primary School	Academy	12/05/2015	2
Keyworth Primary School	Primary	15/11/2011	1
Kintore Way Nursery School	Nursery	19/09/2013	1
Lyndhurst Primary School	Primary	17/11/2010	2
Michael Faraday School	Primary	17/10/2014	2
Nell Gwynn Nursery School	Nursery	14/09/2011	2
Oliver Goldsmith Primary School	Primary	08/03/2012	2
Peter Hills With St Mary's and St Paul's CofE Primary School	Primary	22/05/2013	2
Phoenix Primary School	Primary	18/06/2015	1
Pilgrims' Way Primary School	Primary	03/02/2010	2
Redriff Primary School (became an Academy 01/11/11)	Academy	14/09/2011	1
Riverside Primary School	Primary	04/10/2011	1
Robert Browning Primary School	Primary	26/11/2013	2
Rotherhithe Primary School	Primary	14/01/2014	2
Rye Oak Primary School	Primary	20/11/2014	3
Snowsfields Primary School incorporating the Tim Jewell Unit for Children with Autism	Primary	04/07/2013	2

School Name	Type	Current OFSTED:	
		Inspection date	Inspection rating
Southwark Free School	Free school	28/03/2014	2
Southwark Park School	Primary	06/03/2014	2
St Anthony's Catholic Primary School	Primary	23/02/2012	2
St Francesca Cabrini Primary School	Primary	12/06/2013	2
St Francis RC Primary School	Primary	05/12/2012	2
St George's Cathedral Catholic Primary School	Primary	04/05/2016	3
St George's Church of England Primary School	Primary	19/05/2016	3
St James' Church of England Primary School	Primary	20/11/2014	2
St James The Great Roman Catholic Primary School	Primary	20/06/2013	2
St Johns' and St Clements Church of England Primary School	Primary	06/12/2013	2
St John's Roman Catholic Primary School	Primary	13/04/2016	2
St John's Walworth Church of England Primary School	Primary	29/06/2009	1
St Joseph's Catholic Infants School (Camberwell)	Primary	04/10/2013	2
St Joseph's Catholic Junior School (Camberwell)	Primary	16/01/2013	2
St Joseph's Catholic Primary School (Redcross Way)	Primary	05/12/2013	2
St Joseph's Catholic Primary School (Rotherhithe)	Primary	25/05/2012	1
St Joseph's Roman Catholic Primary School (Bermondsey)	Primary	08/01/2007	1
St Jude's Church of England Primary School	Primary	16/10/2014	2
St Mary Magdalene Church of England Primary School	Primary	28/06/2013	2
St Paul's Church of England Primary School, Walworth	Primary	08/10/2014	2
St Peter's Church of England Primary School	Primary	25/01/2013	2
Sumner Nursery School (Ann Bernadt)	Nursery	28/11/2013	2
Surrey Square Primary School	Primary	21/06/2012	2
The Cathedral School of St Saviour and St Mary Overy	Primary	22/10/2008	1
Tower Bridge Primary School	Primary	28/01/2016	2
Townsend Primary School	Primary	23/01/2013	2
Victory School	Primary	25/10/2013	2

Appendix 2. Detailed Cohort Characteristics in relation to attainment only.

NOTE: The commentary below refers only to attainment. This does NOT include the amount of progress individuals or groups of pupils have made in phonics, reading, writing and Mathematics. Progress is a key factor in determining how well children achieve. Commentary relating to performance by pupil ethnicity is based on pupils where their ethnicity is known and where the cohort size is 30 or more

List of abbreviations:

RWM- Reading, writing and mathematics GPS – grammar, punctuation and spelling FSM- free school meals SEN- special educational needs EHC- education, health and care plan

Cohort	Phonics	KS1	KS2
Total cohort	82.4% of Year 1 pupils achieved the required phonics screening standard of 32 or more points	76.6%; 70.2%; 75.9%; 81.8% of pupils achieved expected standard and above in KS1 reading; writing; Mathematics; and science respectively. Attainment highest in KS1 science, followed by reading	66.1%; 78.6%; 75.2%; 73.2% 82.7%; and 56.6% were working at the expected standard in reading; writing; GPS; Mathematics; science and RWM combined respectively.
Gender <ul style="list-style-type: none"> ▪ Boys ▪ Girls 	Girls out performed boys. 79.0% of boys achieved the required phonics standard compared to 85.7% of girls. Taking into account the proportion boys represent of the eligible cohort, boys were slightly under represented amongst those achieving the required standard	Girls out performed boys in all KS1 subjects. The gap between the 2 genders was largest in writing at 11.1 percentage points. Conversely the gap between the 2 was smallest in Mathematics at 2.5 percentage points Taking into account the proportion boys represent of the eligible cohort, and the those that achieved EXS or above, boys were under represented in all subjects	Girls out performed boys in all KS2 subjects. The gap between the 2 genders was largest in reading at 11.1 percentage points. Conversely the gap between boys and girls was smallest in Mathematics at 3.7 percentage points If comparing the proportion each gender represented of the eligible cohort against the cohort of children that were working at the expected standard, boys were under represented in all KS2 subjects

Cohort	Phonics	KS1	KS2
<p>FSM eligible</p> <ul style="list-style-type: none"> ▪ Eligible ▪ Not eligible 	<p>71.4% of FSM eligible pupils achieved the required phonics standard compared to 82.5% of those not eligible.</p> <p>FSM eligible pupils were slightly under represented amongst those achieving the required phonics standard</p>	<p>Pupils eligible for FSM performed less well than those not eligible for FSM in all KS1 subjects - with the gap being the largest in Mathematics (17.6 percentage points gap)</p>	<p>Pupils eligible for FSM performed less well than those not eligible for FSM in all KS2 subjects - with the gap being the largest in Mathematics (11.8 percentage points)</p> <p>Additionally, FSM eligible pupils were under represented amongst those working at the expected standard in all KS2 subjects</p>
<p>SEN detailed</p> <ul style="list-style-type: none"> ▪ No SEN ▪ SEN support ▪ Statement or EHC Plan 	<p>88.8% of children with no SEN achieved the required phonics standard compared to slightly over one half with SEN (51.8%)</p> <p>The more advanced the SEN, the smaller the percentage of the cohort that achieved the required phonics standard, i.e., just over one quarter (25.4%) of children with a statement of SEN or an EHC plan met the phonics required standard compared to 55.9% of children with SEN support</p> <p>Although making up 15.3% of the overall cohort, Children with SEN accounted only for 9.6% of those achieving the required phonics standard</p>	<p>Children with SEN fared less well than those with no registered SEN, by a considerable amount across the whole of KS1, with the gap in attainment being largest in writing (51.1 percentage points gap), followed by the attainment gap in reading of 46.9 percentage points</p> <p>The more advanced the SEN stage, the smaller the percentage of the cohort that achieved the expected standard at KS1 and for all subjects.</p> <p>When considering the proportion of the eligible cohort children with SEN represented, compared to the proportion they represented of those who achieved the expected standard at KS1, SEN children as a whole and for all stages (those with SEN support and EHC plans / statements of SEN) were under represented in all KS1 subjects and by a large amount. Children with SEN support were most disproportionately under represented across all KS1 subjects</p>	<p>Across the whole of KS2, children with SEN fared less well than those with no registered SEN, with the gap in attainment (for the separate KS2 subjects) being largest in writing - 46.9 percentage points gap, followed by the attainment gap in GPS of 46.5 percentage points. For reading, writing and Mathematics combined, the gap was 43.8 percentage points</p> <p>The more advanced the SEN stage, the smaller the percentage of the cohort working at the expected standard at KS2 and for all subjects.</p> <p>When considering the proportion of the eligible cohort represented by children with SEN compared to their representation amongst those who were working at the expected levels at KS2, SEN children were under represented in all KS2 subjects. Specifically, children with SEN support were most disproportionately under represented across all KS2</p>

Cohort	Phonics	KS1	KS2
			subjects.
<p>Ethnicity</p> <ul style="list-style-type: none"> ▪ Asian or Asian British <ul style="list-style-type: none"> □ Bangladeshi □ Indian □ Pakistani □ Any Other Asian ▪ Black or Black British <ul style="list-style-type: none"> □ Black African □ Black Caribbean □ Any Other Black ▪ Chinese ▪ Mixed / Dual Heritage <ul style="list-style-type: none"> □ White & Black African □ White & Black Caribbean □ White & Asian □ Any Other Mixed ▪ White <ul style="list-style-type: none"> □ White British □ Irish □ Traveller of Irish Heritage □ Gypsy Roma □ Any Other White 	<p>Of the main ethnic group, children of Mixed / Dual Heritage, followed by White children, and then those from a Black background performed the best with 84.1%; 83.8%; and 83.5% respectively achieving the required phonics standard.</p> <p>The poorest performing main ethnic group was any other ethnic group - 75.5%, followed by Chinese - 83.3%</p> <p>Based on the individual ethnic groups, children of any White and Asian background achieved the highest for the phonics screening with 92.7% of the cohort reaching the required standard. White and Black African pupils were the next highest performers - 86.7%, followed by Black African pupils - 85.4%. In contrast, children from any other ethnic group had the lowest performance for percentage achieving the required phonics standard at 75.5%, followed by White and Black Caribbean pupils at 77.3%</p> <p>Children from any other ethnic group were most disproportionately under represented amongst eligible Y1 children achieving the required Phonics standard (based on and</p>	<p>Of the major ethnic groupings, Asian children had the highest percentage achieving the expected standard and above in reading (82.4%); Chinese children had the highest percentage achieving the expected standard and above in writing (77.6%) and Mathematics (89.7%); and White pupils had the highest percentage achieving the expected standard in science (85.2%)</p> <p>Conversely, amongst the main ethnic groupings, Children from any other ethnic group had the lowest percentage achieving the expected standard and above for reading (70.7%); writing (61.9%) and science (77.0%). Children of mixed / dual heritage had the lowest percentage for achieving the expected standard in Mathematics (70.1%)</p> <p>Based upon the detailed ethnic groups, Indian pupils achieved the highest percentage for expected standard and above in KS1 reading (90.3%); writing (83.9%); and Mathematics (90.3%) subjects. For science, White and Asian pupils were the highest achievers (95.2%)</p> <p>In contrast, Black Caribbean children had</p>	<p>Based on the main ethnic groupings, Chinese children had the highest percentage working at the expected level across all KS2 subjects separately and for reading, writing and Mathematics combined. With the exception of (separate) reading, children of mixed / dual heritage achieved the lowest percentage for all separate KS2 subjects and also reading, writing and Mathematics combined. For (separate) reading children from any other ethnic background pupils were the lowest performers</p> <p>Taking into account the proportions represented by each major ethnic grouping of the overall cohort, children of mixed / dual heritage were consistently underrepresented in all KS2 subjects amongst those working at the expected standard,</p> <p>Based on the more detailed ethnic groups, Chinese children were the highest performers for separate reading, GPS and Mathematics. Children of any other Asian background had the highest performance for separate writing, science and RWM combined.</p>

Cohort	Phonics	KS1	KS2
	<p>compared to the proportion that these ethnic groups represent of the general overall cohort)</p>	<p>the lowest percentage for achieving the expected standard and above in KS1 reading (68.0%); writing (57.9%); and science (76.1%). Whilst White and Black Caribbean children had the lowest percentage for achieving the expected standard and above in Mathematics (62.6%)</p> <p>When comparing the proportion each ethnic group account for of the overall cohort against the cohort of children achieving expected standard or above in each KS1 subject, Black Caribbean; White and Black Caribbean children, those from any other mixed background; and those from any other ethnic group were consistently under represented compared to their peers</p>	<p>Mixed White and Black Caribbean pupils had the lowest percentage for working at the expected standard in separate reading, writing, GPS. They also had the joint lowest percentage of pupils (together with Black Caribbean pupils) working at the expected standard in science. Black Caribbean pupils had the lowest percentage working at the expected standard in separate Mathematics and RWM combined</p> <p>Of the children working at the expected standard, Black Caribbean and mixed White and Black Caribbean children were consistently under represented across all KS2 subject amongst this cohort (when factoring in the proportion of the eligible cohort made up by these 2 ethnic groups).</p>
<p>EAL</p> <ul style="list-style-type: none"> ▪ English ▪ Other than English ▪ Unknown / Missing 	<p>Children with English as a first language performed better than those for whose mother tongue was not English - 83.4% compared to 82.7%.</p>	<p>Children with English as their first language performed better than pupils with other than English as a first language for all subjects other than Mathematics</p>	<p>Compared to pupils with English as a first language, a higher percentage of EAL pupils were working at the expected standard in KS2 writing, GPS and Mathematics. This position was reversed for separate reading, science, RWM combined</p>
<p>Pupil Premium (disadvantaged pupils)</p> <p><i>Any Pupil Premium (includes deprivation; service child; adopted from care; LAC)</i></p>	<p>Children not eligible for pupil premium performed better than those who were eligible for pupil premium at 83.7% compared to 79.2% respectively - 4.5 percentage points better</p>	<p>Children not linked to pupil premium performed better than those linked to pupil premium across all KS1 subjects, with the largest difference seen in Mathematics - a 14.0 percentage points gap</p> <p>Taking into account the proportion</p>	<p>Children not in receipt of pupil premium performed better than those in receipt of pupil premium. Additionally, the latter were under represented amongst the cohort of children working at the expected standard all KS2 subjects</p>

Cohort	Phonics	KS1	KS2
		<p>represented by the two groups of the eligible cohort and pupils who achieved the expected standard and above across all KS1 subjects, children in receipt of the pupil premium were consistently under represented</p>	

Appendix 3. Key Stage 4 (GCSE and Equivalent) Attainment School Level Results up to and including 2015

Individual school level data for 2016 not available at time of report..

	5+ A* -C Including English and Mathematics				
	2011	2012	2013	2014	2015
Bacon's College	65.7%	69.3%	66.5%	59.1%	60.2%
City of London Academy	43.1%	60.8%	65.9%	56.5%	67.8%
Globe Academy	45.0%	44.5%	51.8%	55.0%	52.7%
Harris Academy Bermondsey	63.7%	62.3%	68.6%	51.2%	56.0%*
Harris Academy at Peckham	49.8%	56.0%	58.2%	50.0%	44.5%
Harris Boys Academy East Dulwich	N/A	N/A	N/A	71.0%	64.2%
Harris Girls' Academy East Dulwich	66.7%	63.8%	66.7%	56.2%	74.8%
Kingsdale Foundation School	60.2%	35.6%	59.7%	75.5%	79.0%
Notre Dame RC Girls' School	58.9%	60.3%	48.8%	54.6%	57.8%
Sacred Heart RC Secondary School	80.6%	73.3%	90.2%	77.4%	75.4%
St Michaels' RC School	66.9%	71.3%	85.4%	75.4%	74.0%
St Saviour's & St Olave's CofE School	71.2%	66.9%	78.0%	73.0%	70.5%
St Thomas the Apostle College	38.1%	41.7%	72.5%	75.9%	68.4%
The Charter School	66.9%	78.2%	72.2%	67.3%	78.7%
Walworth Academy	68.9%	60.3%	56.7%	55.8%	47.5%
National Average	58.4%	59.1%	60.8%	56.8%	57.1%

*56.0% based on latest available, underlying pupil level data provided to the LA by the DfE. Latest on line performance tables report a slightly higher figure of 57.0%

Appendix 4. Key Stage 5 (A Level and Equivalent) Attainment School Level Results up to and including 2015

Individual school level data for 2016 are not yet fully available.

	% entries A*-A grades (A levels only)					% entries A*-C grades (A levels only)					% entries A*-E grades (A levels only)				
	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
Bacons College	23.9%	32.1%	21.0%	35.8%	30.7%	81.8%	83.4%	84.6%	81.2%	83.3%	97.7%	99.5%	99.0%	99.4%	98.7%
The Charter School	18.0%	29.2%	32.0%	31.3%	29.2%	73.7%	86.2%	88.4%	87.8%	87.4%	97.7%	100.0%	100.0%	100.0%	100.0%
City of London Academy	5.7%	18.6%	18.3%	19.1%	14.6%	59.1%	58.7%	73.3%	71.7%	73.0%	100.0%	99.4%	100.0%	100.0%	100.0%
Harris Academy at Peckham	4.0%	-	-	16.7%	0.0%	52.0%	-	-	66.7%	0.0%	100.0%	-	-	100.0%	100.0%
Harris Academy Bermondsey	-	-	-	20.0%	-	-	-	-	70.0%	-	-	-	-	80.0%	-
Harris Boys' Academy East Dulwich	-	0.0%	-	9.1%	0.0%	-	27.3%	-	63.6%	0.0%	-	100.0%	-	100.0%	100.0%
Harris Girls' Academy East Dulwich	15.6%	3.6%	20.8%	13.2%	7.4%	84.4%	82.1%	68.8%	77.4%	58.5%	100.0%	100.0%	100.0%	100.0%	100.0%
Kingsdale Foundation School	-	20.0%	5.9%	11.0%	10.3%	-	63.3%	59.8%	67.0%	77.6%	-	100.0%	96.1%	100.0%	100.0%
Sacred Heart	-	-	19.1%	27.1%	18.6%	-	-	80.9%	83.3%	80.9%	-	-	98.9%	100.0%	100.0%
St Michaels College	-	-	0.0%	2.4%	10.6%	-	-	51.1%	57.8%	65.0%	-	-	100.0%	98.8%	99.4%
St Saviours & St Olaves	23.3%	26.7%	22.7%	28.8%	25.4%	84.2%	85.6%	83.7%	78.5%	79.1%	99.2%	100.0%	100.0%	100.0%	99.4%
Walworth Academy	-	19.0%	18.6%	9.0%	15.6%	-	67.2%	68.6%	50.7%	67.2%	-	98.3%	98.6%	89.6%	100.0%

Item No. 11.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		2016 Primary and Secondary School Place Planning Strategy Update	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Children and Schools	

FOREWORD - COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR CHILDREN AND SCHOOLS

Southwark Council continues to make strong progress in meeting the increased demand for primary and secondary school places alongside our firm commitment to drive up standards of educational achievement. The improvement in results across our schools means that Southwark is viewed as great place for families and young people to live and learn. As our borough grows, and as substantial regeneration occurs, we have to plan well ahead and invest in our schools to make sure we meet the pace and scale of demand for places.

This report examines in detail the progress we have made to meet the anticipated demand and the need for additional school places from 2017 onwards. The current £180million expansion programme, across primary, secondary and special schools, shows a sustained investment in school places and the schools estate which is delivering new and expanded schools with high quality facilities. By September 2016, Southwark will have added 3,200 additional primary school places since 2009, and this will be 4,425 places by September 2018. This requires a continuing investment programme which maximises efficiency and effectiveness of the borough’s existing schools estate, and builds on the success and popularity of our high performing schools, as well as engaging school providers and external funding sources to ensure the best opportunities for the borough’s school children.

This report also sets out why the council is well placed to meet the increasing demands for secondary school places. Not only is Key Stage 4 performance above the national and London averages, compared to the rest of England, Southwark has been provisionally ranked 23rd and in the top quartile for GCSE results in 2016. It should therefore be no surprise that the new secondary school – The Charter School East Dulwich – which opened with council support in September 2016, is ‘home grown’.

However, there is no place for complacency and we know more places and schools will be needed in the coming years. This includes the rebuild and expansion of Rotherhithe Primary School to meet the needs of the new communities anticipated by the Canada Water development. We are also delighted to have played our role in securing a second new secondary school for the borough – the Haberdashers’ Aske’s Borough Academy – but there is much still to do to ensure the school opens as planned in September 2019.

For the first time, this place planning report gives proper space to plans and proposals for special educational needs and disability (SEND) provision. Plans already approved by cabinet to expand and relocate Cherry Garden School are presently being actioned,

with an expected completion date of September 2018. Newly agreed and funded plans now exist for the Spa Camberwell school, an ASD 4-16 free school on the former Camberwell site of Lewisham and Southwark College, with Spa Bermondsey as the sponsor, and for the redevelopment and expansion of Beormund School. Both schools will add excellent and much needed SEND provision to Southwark.

We believe in giving all our young people the best start in life and this report makes clear that securing a place at a great local school is right at the heart of this commitment.

RECOMMENDATIONS

1. That cabinet notes the updated forecasts of primary and secondary school places.
2. That cabinet notes the potential future shortfall of primary reception places in planning areas 1 (Borough, Bankside and Walworth) and planning area 2 (Bermondsey and Rotherhithe) from 2020-21 onwards.
3. That cabinet notes the potential future shortfall of secondary places.

BACKGROUND INFORMATION

4. The council has a statutory duty under the Education Act 1996 (amended by the Education and Inspections Act 2006) to “secure that sufficient schools for providing— (a) primary education, and (b) [secondary] education are available for their area” as well as to “secure diversity and increase opportunities for parental choice when planning the provision of school places” in the borough. This duty includes matching projected demand with supply, and ascertaining whether this demand is temporary or permanent. Based on this evidence, the authority will request schools that have the potential to expand to admit an additional form of entry for fixed period of time, or to expand permanently. Schools are funded for the additional classes they take.
5. In common with other London boroughs, Southwark has seen a sharp increase in demand for primary places and this year we received a record proportion of on time applications. Birth rates have increased 12% across the borough from 2002-2014. The authority can either expand existing schools or enable free schools or academies to open, as the council is unable under the Academies Act 2010 and Education Act 2011 from opening new schools itself.
6. Since 2010, the council has been committed to supporting, where possible, permanent expansions so that schools, parents and children have certainty over the availability of school places and so that children learn and play in high quality spaces.
7. As a result, there is currently a programme of investment of approximately £160 million in Southwark schools to increase numbers and address capacity issues. This is being funded mainly by EFA capital grant, council capital (with Section 106 support) and school contributions.
8. The school places strategy update last reported to cabinet in July 2015. This described the continuing demand for primary and secondary school places in the borough and steps being taken to meet that demand. This report updates the background data, notes that discussions are taking place with stakeholders, and

the steps the council is taking to meet anticipated primary and secondary demand.

9. Two key issues have been consistently identified over the last three years. Firstly, for primary schools, that whilst the proposed overall number of places would meet the forecast demand, the distribution of places was uneven, with an under-provision in the north of the borough and excess places in the south. In 2015 and again in September 2016, enrolment and projections have showed that whilst previously projected demand in the north has been overestimated, there was still likely, in the long term to be a shortfall in primary places in the north of the borough.
10. Secondly, for secondary schools, despite a present surplus of places across the borough, parents often feel they are unable to access places in their preferred schools, and there is a need to prepare for a steep rise in forecast demand starting in September 2018.
11. The 2016 projections have taken account of additional provision being in place, and anticipate, in certain circumstances, the risk of shortfall in places from 2020-21 onwards.
12. Projections are an estimate of demand, and occasionally, it is unclear whether developments planned will deliver within the timescale anticipated, we will therefore, on occasion, ask a school to admit an additional class temporarily in anticipation of a permanent expansion. This may also happen when the council expect funding to become available at a later stage to finance a permanent expansion.
13. The annual school capacity (SCAP) survey for 2016 was submitted on 29 July 2016. This survey informs the Department for Education (DfE) and EFA of areas where there are pressures on school places and where significant shortfalls of places are anticipated by local authorities. The projections of pupil numbers are also used to calculate the basic needs funding local authorities receive to secure sufficient school places to meet future demand. As a result of the 2015 submission, the council received £28 million to meet primary need in the borough in February 2015, but did not receive anything in 2016.
14. The Primary Investment Strategy that was agreed by cabinet in 2013 (amended in 2014 and 2015) noted the forecast future demand for primary places and associated need for the creation of additional capacity within Southwark's primary estate. As part of the Primary Investment Strategy permanent enlargements of Albion, Bellenden, Bessemer Grange, Charles Dickens, Crawford, Grange, Ivydale, Keyworth, Phoenix, and Robert Browning Primary schools were agreed in 2014 and 2015. The primary school enlargements formed part of a target of an additional 1,755 primary places by September 2016. Southwark has added a total of 500 permanent reception places in primary schools in Southwark from 1 September 2016 since September 2011 (an increase of 14%).
15. As part of the council's duty to ensure best value for money, and in particular with regard to the recent austerity measures that have reduced funding to councils, Regeneration and Children's and Adults' Services continually analyse and assess the effectiveness of programme to ensure that resources allocated are being used efficiently, and that they are being targeted in the correct areas of need. A review of the need in the borough has provided us with evidence that

existing and future need is evident in the Rotherhithe peninsula in the short term, and the Old Kent Road area in the medium term.

16. Current market conditions have meant that, on occasion, tenders for works have come in at a higher level than budgeted for. Through the use of the review process, value engineering and the amendment of the scope of some programmes, the council have ensured that projects will deliver additional places at the schools indicated, occasionally over a longer time period than originally envisaged.
17. As part of this review process, we have scaled the programme to meet the available resources, and have revised the programme to ensure we remain within the funding envelope – this has meant some schemes have been revised to remove items that the council had not made financial commitments for.

Table 1 - Primary Expansions agreed 2014 and 2015 for September 2016 and 2017

Primary School	Previous Admissions Number (FE) in 2014/5	Revised Admissions Number (FE) in 2016/7
Robert Browning	45 (1.5FE)	60 (2FE)
Charles Dickens	45 (1.5FE)	60 (2FE)
Keyworth ⁽¹⁾	45 (1.5FE)	90 (3FE)
Albion	30 (1FE)	60 (2FE)
Grange	45 (1.5FE)	60 (2FE)
Phoenix	60 (2FE)	120 (4FE)
Crawford	60 (2FE)	90 (3FE)
Bessemer Grange	60 (2FE)	90 (3FE)
Bellenden	30 (1FE)	60 (2FE)
Ivydale ⁽²⁾	60 (2FE)	90/120 (3/4FE)
Total	480 (16FE)	780/810 (26/27FE)

(Source: 2015/16 Admissions brochure)

- (1) Keyworth originally agreed to expand from 1.5FE to 2FE. In March 2015, this increased to 3FE
- (2) Ivydale's expansion to 4FE will be in 2 stages – to 3FE in September 2016 and 4FE in 2017.

KEY ISSUES FOR CONSIDERATION

Approach to primary and secondary pupil place planning

18. Southwark's pupil place planning is based on Greater London Authority (GLA) projections which are commissioned by Southwark and most London boroughs. These are informed mainly by current school rolls, birth rates, underlying population projections, migration, and new housing developments. In primary place planning, the borough is split into five smaller planning areas outlined in Appendix A, in order to be able to respond to the more local pressure for places. These are broadly coterminous with the council's community council areas. A list of primary schools by planning area is included at Appendix A, and a map of primary school locations is attached at Appendix B. Secondary planning is carried out on a borough-wide basis, because the catchment areas for secondary schools extends as far as, and beyond the borough's boundaries, and secondary

age pupils are able to travel to schools, inside and outside the borough. A map of secondary school locations is attached at Appendix C.

19. Place planning in recent years has been complicated by the academy presumption outlined in the Academies Act 2010 that requires local authorities to facilitate academies or free schools rather than directly provide new schools themselves. An academy sponsor/free school group can apply to the EFA with a proposal for a school for their approval. The EFA only consults with (but does not seek the approval of) the local authority when a new academy or free school are proposed. The decision to open new schools therefore lies with the EFA and not the council.

Primary schools update

20. Projection figures included the opening of Belham Primary Free School (in Planning Area 4) in September 2015, and Galleywall City of London Primary Academy on the old Galleywall Primary School site (in PA2) in September 2016. Southwark Free School opened in September 2012 in a temporary location and has so far taken four intakes of reception pupils, but intend to open on their permanent site on Rotherhithe New Road in 2017 with a published intake of 60 pupils.
21. The headline figures are that there is presently a “cushion” of around 12FE (360 reception places) in our primary schools, and this is projected to decrease year on year from September 2019 onwards to around 3FE in September 2024. This hides shortfalls in distinct geographical areas, particularly planning areas 1 and 2, where the need for additional places will begin from September 2021 onwards.
22. The council anticipates the requirement for additional school places in the short to medium term in two discreet areas:
 - around the Rotherhithe peninsula (as part of the Canada Water development)
 - along the Old Kent Road as part of the Bakerloo Line extension.
23. These have been interpolated into the school roll projections.
24. The geographical isolation of the peninsula and lengthy transport links to other parts of the planning area and the borough as a whole, make it imperative that the council provides locally based provision, rather than expecting Rotherhithe residents to commute to other schools that have spare places available
25. In respect of additional provision on the Old Kent Road, this is likely to be required in the medium to long term rather than immediately, and it would be prudent to assess whether existing schools could be expanded to accommodate rather than necessary choose new build – the extended timeframe will allow a proper assessment of the options available to be made, and for any economies and synergies that could be realised with regard to whole area redevelopment; Pilgrims Way School and the Tustin Estate for example.
26. It can be seen that, despite adding a permanent 3FE to Planning Area 1 (Borough, Bankside and Walworth) and 4.5FE to Planning Area 2 (Bermondsey and Rotherhithe) in September 2016, there will still be unmet need across both planning areas from September 2021 onwards. In planning areas 3 (Peckham

and Nunhead), 4 (Camberwell) and 5 (Dulwich), the picture remains broadly similar to previous years.

27. Pupil projections presume a similar level of “cross border flows” from and to Southwark from neighbouring boroughs. Southwark swaps pupils with up to 30 authorities inside and outside London at primary level, but the broad effect is positive for Southwark (i.e. there is a small net gain of pupil numbers into Southwark). Around 7% of Southwark primary school aged pupils attend another authority’s primary schools – around 11% of Southwark’s pupils come from other local authorities. This has not changed perceptibly over the last 4 years.
28. Pupil projections also assume that a similar proportion of children attend private schools inside and outside the borough. The number of private primary places in the authority area at the nine registered private primary schools has not altered significantly
29. A “planning area by planning area” summary for primary schools is given from paragraphs 34 to 44.

Primary programme update

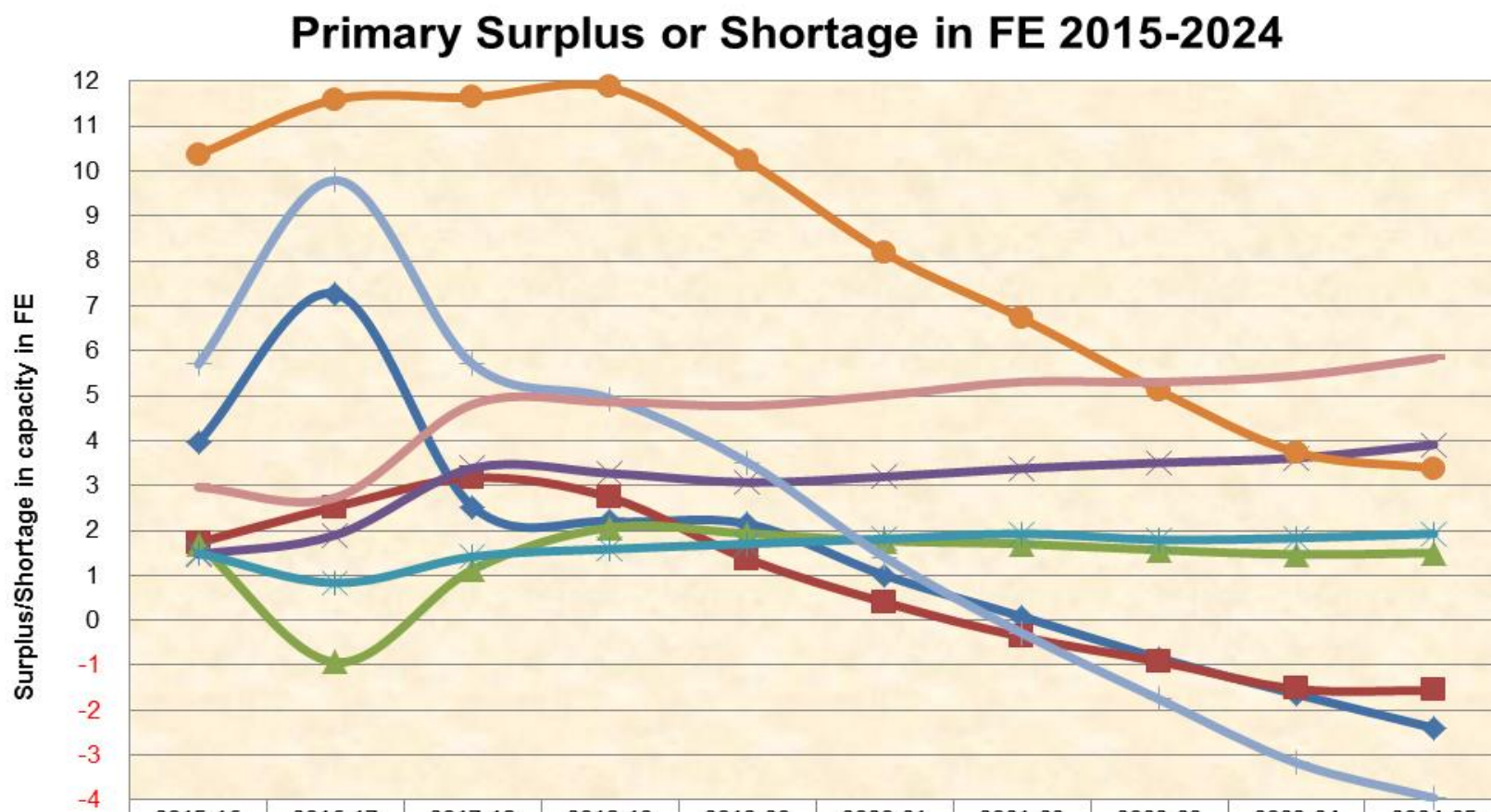
30. As mentioned previously, investment of approximately £160 million in Southwark schools has been committed to increase numbers and address capacity issues. This is being funded mainly by EFA capital grant, council capital with Section 106 support and school contributions.
31. The primary component of the programme consists of:
 - 2 new primary school rebuilds (Albion: redevelopment and regeneration of the site) and Bellenden (a new 2FE on new site)
 - 8 primary school expansions. Ivydale, Grange, Crawford, Keyworth, Phoenix, Robert Browning, Charles Dickens, Redriff
 - 2 new free schools - Belham and Galleywall.
32. All of the above are underway and on schedule to deliver additional capacity required. As with any programme, individual components proceeded at a variety of paces, and some have been influenced by a number of internal and external factors, including (but not limited to) the issues outlined below in table 2. Mitigating actions to address these have also been listed.

Table 2 – Risks to primary programme

Issues	Mitigation
Rising construction prices and labour shortages	Competitive tendering from a wide range of suppliers, secure priced schedule in first stage of two stage tendering, robust commercial approach to procurement.
Unknown ground conditions and asbestos	Detailed surveys prior to procurement.
Planning risks	Careful structured consultation with all stakeholders in stages. Pre application advice sought as schemes develop.
Property risks	Research on title, party walls, network rail, statutory services.
Programme slippage	Structured project management, lessons learnt and forward planning for worst case scenarios.
Client changes	Progressive sign off designs.
EFA and academies impact	Forward planning of strategy and Schedule 1 and 77 implications. Avoiding delays in development and funding agreements.

33. Regeneration and Children's and Adults' Services continually analyse and assess the effectiveness of programme to ensure that resources allocated are being used efficiently, and that they are being targeted in the correct areas of need. A review of the need in the borough has provided us with evidence that existing and future need is evident in the Rotherhithe peninsula in the short term, and the Old Kent Road area in the medium term.
34. To ensure that costs remain within the capital programme envelope, the programme has been amended in terms of scope and delivery times.

Table 3 – Primary Projections by Planning Area 2015-2024



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1 Borough, Bankside and Walworth	4	7	3	2	2	1	0	-1	-2	-2
2. Bermondsey and Rotherhithe	2	3	3	3	1	0	-0	-1	-2	-2
3. Peckham and Nunhead	2	-1	1	2	2	2	2	2	1	2
4. Camberwell	1	2	3	3	3	3	3	4	4	4
5. Dulwich	2	1	1	2	2	2	2	2	2	2
Southwark Total	10	12	12	12	10	8	7	5	4	3
PA1 & 2	6	10	6	5	4	1	-0	-2	-3	-4
PA4 & 5	3	3	5	5	5	5	5	5	5	6

Planning Area 1 (Borough, Bankside and Walworth) – PA1

35. Projections show that, without further action, spare capacity in the area will be exhausted by September 2021. The authority are adding 90 places - 3FE (forms of entry – i.e. 30 pupils) from September 2016 onwards - Robert Browning Primary (0.5FE), Charles Dickens (0.5FE), and Keyworth Primary (1.5FE).
36. The council is aware that John Donne Primary Academy (an existing Southwark-based academy school in Planning Area 3 - Peckham and Nunhead) has made a successful application for a 2FE Free School – tentatively called the "John Keats Primary Free School". Whilst a site on Borough High Street was provisionally identified, no formal planning approval has been given for the school on this site and so this provision has not as yet been incorporated into the projections. If the latter were approved on this or another site in PA1, it would go some way to addressing shortfalls in the area, and provide sufficient space until September 2023. If no further details of the John Keats School are received by January 2017, the council will begin to investigate alternative solutions that could be developed within the time frame needed.

Planning Area 2 (Bermondsey and Rotherhithe) – PA2

37. Projections show that, without further action, spare capacity in the area will be sufficient until September 2020. A total of 5.5FE from September 2016 onwards at Albion Primary (+1FE), Phoenix (+2FE), Grange Primary (+0.5FE), and Galleywall City of London Primary Academy opened on the 1 September 2016 with a PAN of 60 (2FE) adding to the local area capacity. Projections also include an anticipated 1FE permanent expansion at Redriff Primary Academy. Southwark Free School will be moving to their new site on Rotherhithe New Road in September 2017 and admitting 2FE.
38. An analysis of application and enrolment trends, as well as pupil projections and engagement with the developers evidenced a need for additional provision in the Rotherhithe peninsular area. To this end, we engaged with schools in the area and ascertained that Rotherhithe Primary School would be one of the most suitable for expansion – presently, the school is a 2FE school housed in a variety of buildings that are in a poor state of repair. The school was rated “Good” by Ofsted when last inspected in 2014, so falls within the council’s aim of expanding good or outstanding schools only. Permanent expansion of Rotherhithe primary would contribute to meeting the needs of the new communities anticipated by the Canada Water development. Cabinet approval was sought and given on 21 July 2015 to proceed to formal consultation for the expansion of the school. The school has already temporarily expanded for 2015-2016, and 2016-2017. Council officers have engaged with the school on possible designs for expansion, a final proposal together with funding options will be brought to a future cabinet for decision.
39. The capacity in this planning area, including the changes outlined above, will ensure that there is sufficient capacity until September 2020.

Planning Area 3 (Peckham and Nunhead) – PA3

40. An anticipated shortage in Planning Area 3 (Peckham and Nunhead) in 2015-16 was resolved in part by the opening of the 2FE Belham Primary (Free) School in the adjacent planning area. The expansion of Bellenden Primary from 1FE to 2FE and Ivydale Primary from 2FE to 3FE and 4FE (in stages) will also go some way to create a cushion of choice for places in this planning area.
41. Looking at longer term projections which show a (small) surplus again in 2020, at this stage it would perhaps be unwise to place further permanent expansions in this area that may not, in the long term be needed, particularly in respect of larger surpluses immediately adjacent to planning areas 4 and 5, and the new provision being planned in

Planning Area 2 (also adjacent). This is a 'long' planning area that stretches from the Old Kent Road to parts of Honor Oak and Dulwich, longer term planning will allow us to better pin point where additional demand might be needed. This situation will be kept under review to ensure need is matched by appropriate provision.

Planning Area 4 (Camberwell) – PA4

42. Projections show that there will be spare capacity in the area until at least September 2024. In September 2015, 60 reception places were added to the area total (2FE) with the opening of the Belham Primary School (presently temporarily located in Planning Area 3). The authority are also adding 2FE from September 2016 onwards – Bessemer Grange (1FE) and Crawford (1FE) Primary schools.
43. Together these will add 4FE to the reception capacity of the schools in the area. Whilst there is presently a 1FE excess of places this year, numbers are projected to slow from next year onwards leaving us with a 3 to 4FE excess from 2017-18 onwards. No permanent expansion of places in Planning Area 4 is therefore envisaged to be required until 2024/25 at the earliest.

Planning Area 5 (Dulwich) – PA5

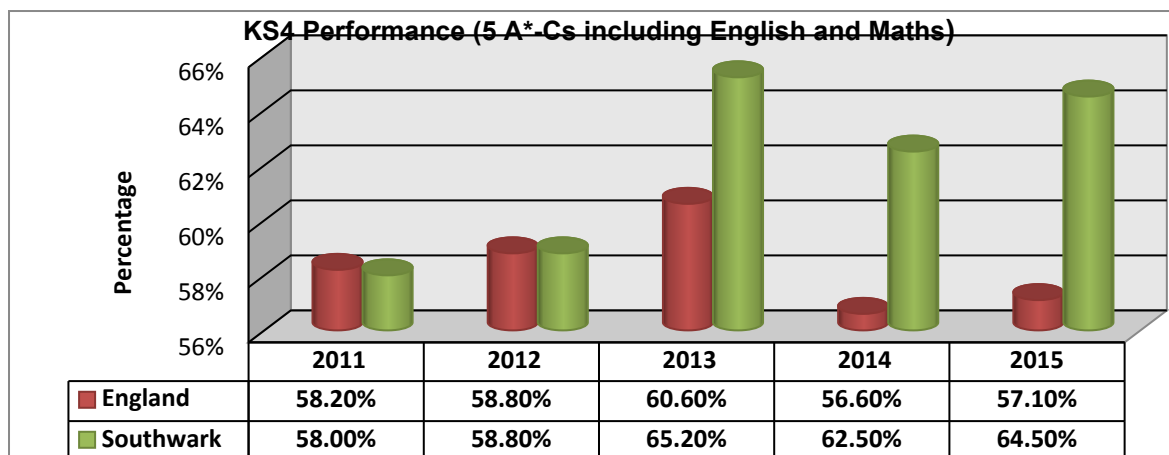
44. Projections show that there will spare capacity in the area until at least September 2024. In September 2014, 3.8FE reception places were added to the area total with the opening of the 2FE Harris Primary Free School East Dulwich and the 1.8FE bilingual English–German primary free school, Judith Kerr Primary Free School.
45. With these in place, there is a cushion of around 2FE in this area, which is projected to remain steady until at least 2024-2025. No permanent expansion of places in Planning Area 5 is therefore envisaged to be required until 2024-25 at the earliest.

Secondary school update

46. Southwark is one of the most improved and high performing London boroughs at secondary level. In 2015, 64.5% of pupils gained 5 or more GCSEs including English and maths, placing us above national levels of performance overall. See table 3 below for details. Southwark performance in English and maths are 7.5% and 8.5% above the national average. Performance from 2011-15 has fallen nationally by 1.1%, but has increased 6.5% in Southwark, placing the authority 7.4% above the national average.

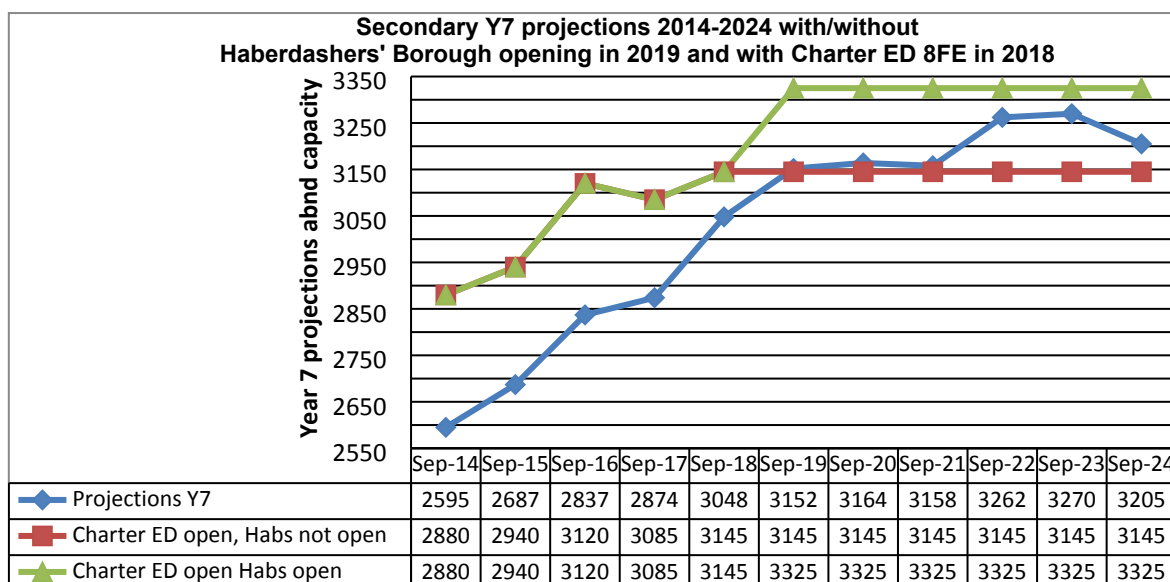
Table 3 – KS4 performance –Southwark and nationally, 2011-2015

Area (state schools)	% of pupils making expected progress		% achieving 5+ A*-C GCSEs (or equivalent) including English and maths				
	English	Maths	2011	2012	2013	2014	2015
England	71.6%	65.5%	58.2%	58.8%	60.6%	56.6%	57.1%
Southwark	79.1%	74.0%	58.0%	58.8%	65.2%	62.5%	64.5%



47. In previous reports, cabinet were advised that overall there is sufficient capacity within Southwark schools to meet the demand for year 7 places until 2016 but that a shortage of places was forecast from September 2017, rising steeply in subsequent years. Subsequent projections (including the latest 2016 GLA projections) revised these projections and showed that, whilst the demand is no longer as urgent in time as was previously reported to cabinet, additional provision would still be needed for 2019-2020 at the latest to meet anticipated demand, with another secondary school needed by 2022-23. Developments since then have taken account of this revision.
48. The Charter School (East Dulwich) received DfE approval to open in 2015, and opened in September 2016 on a temporary site in Camberwell, at the former LeSoCo site. The temporary school site does not have the capacity to allow the school to open at 8FE and will operate with a smaller intake of 4FE until the new site is ready for occupation (with a target date of September 2018, or September 2019).
49. The Haberdashers' Borough School on the old fire station site on Southwark Bridge Road has received DfE approval to open from September 2018 onwards. A planning application for the school on the site has been submitted, with an envisaged opening date of September 2019.
50. Table 4 below sets out the forecast demand for secondary places over the next nine years. This is predicated over two different scenarios – Haberdashers' opening in 2019 or not.

Table 4 – Secondary projections 2014-24



51. Since the last report to cabinet in July 2015, the following provision has been factored in:
- A 1FE permanent increase to 5FE at St Michaels Catholic College in 2017-18
 - A temporary expansion from 8FE to 12FE at Kingsdale School for 2016-17, and from 8FE to 10FE in 2017-18 and a reversion to 8FE in 2018-19.
52. Total year 7 capacity is affected by a number of factors – the expansion of St Michaels outlined above in September 2017, the reversion of Kingsdale from 12FE to 10FE in 2017/18 and to 8FE in 2018/19, as well as the opening of Charter East Dulwich this year at 4FE (and a planned increase to 8FE in 2018/19, as well as the proposed Haberdasher's Borough school. This means that Year 7 capacity will fall slightly in 2017/18, but will increase thereafter.
53. Of the 2 scenarios outlined, the following risks become apparent:
- a) If the Haberdashers' Borough School opens in 2019-20, and Charter School East Dulwich opens on its new site in 2018-19, the council will have sufficient space to accommodate projected numbers until at least 2024-25 (although a new school or equivalent expansions to existing schools would likely be needed soon thereafter).
 - b) If the Haberdashers' Borough School does *not* open in 2019-20, and Charter School East Dulwich opens on their new site in 2018-19, then the authority will fall (slightly) short of places in 2019-20 (7 places), but this will increase to a deficit of 4FE by September 2023 A new school or equivalent expansions to existing schools would therefore be needed if Haberdasher's were not to materialise or be significantly delayed.
54. The two scenarios above assume that Kingsdale School reverts to 8FE in 2018-19. It is possible the school will continue to admit above its published admissions number outlined in its academy funding agreement of 240 and partially mitigate against any presumed Y7 deficit. It should be noted, however, that currently, 50% or less of Kingsdale pupils come from Southwark, so any temporary or permanent increase in PAN would have a marginal effect on secondary provision within Southwark.

55. These forecasts are presented with the proviso that demand for secondary places is much less predictable than for primary places from factors, such as, the pattern of house moves among families, the housing market and fluctuations in the popularity and provision of schools both within and outside the borough. The projections are refreshed on an annual basis to maximise accuracy.
56. Secondary school roll projections are based in part on numbers already admitted to Southwark primary schools. Imports and exports to neighbouring boroughs, (mainly Lewisham and Lambeth), sit equally around 22%. Pupil projections presume a similar level of “cross border flows” exist from and to Southwark from neighbouring boroughs. Southwark swaps pupils with up to 30 different authorities inside and outside London at primary level, but the broad effect is neutral for Southwark (there is a small net gain or loss of pupil numbers into Southwark, but this has remained steady for some time). This has not changed perceptibly over the last four years. Pupil projections also assume that a similar proportion of children attend private schools inside and outside the borough, and/or are home educated. The number of private secondary places in the authority area at the seven registered private secondaries has not altered significantly, nor those receiving education at home.
57. There is a high overall retention of primary aged pupils (94%) through to Southwark secondary schools and therefore primary age projections are likely to be a reasonably prediction of medium to longer term demand in secondary schools. That said there are a number of factors that will impact on the accuracy of ward based GLA primary school age projections, including their sensitivity to borough migration, high mobility, and the impact of new housing. It was noted that despite an overall improvement in educational performance, and an increasing proportion of families gaining one of their preferences, a significant variation in the popularity of schools exists among parents, which indicates that the balance between demand and the availability of places is not evenly distributed across the borough. The lack of direct transport links between home and school, particularly in the south of the borough, also acts as a barrier to families’ access to places in their preferred schools.
58. For these reasons, actual demand year on year is very closely monitored by officers to inform the scale and timing of temporary or permanent expansions, and to ensure the effectiveness and a positive impact of the same. Cabinet was informed in 2014 that the future demand for secondary places could be met partly through the expansion of existing schools and partly through the construction of new school(s). As the council no longer has any directly managed secondary schools in the borough and as there is a legal requirement that new schools will be free schools/academies, the role of the council is to assist and facilitate individual schools in developing proposals, applying for funds and implementation, rather than as direct provider. The EFA has little direct knowledge of the demographic issues in the borough and will look to the council to provide guidance. The council has successfully influenced outcomes through its liaison and partnership working with the EFA and through the town planning process and will continue to work to effect this.
59. A map of existing (and agreed) secondary schools is included as Appendix B.

Expansion of existing secondary schools

60. All secondary schools were invited in autumn 2012 to participate in a study to assess the capacity to expand by 1FE. St Michael’s Catholic College subsequently made a successful bid in January 2015 to the EFA for funds to expand, which has been factored into the above projections and capacity. Bacon’s College has previously indicated a wish to expand by 2FE, subject to a successful bid to the EFA. Council officers have visited the school this year, and have indicated they would welcome and support an expansion of Bacons College, as it is in an area where significant population growth is expected arising from new housing - it is also a popular and successful school. This could be achieved in a number of configurations and the council will continue to engage with the school to advance these plans.

61. Kingsdale School is a 8FE school and has taken a number of bulge classes in year 7 in previous years – an additional 4FE for this September (2016), 3FE in September 2015, and 1FE in September 2014, and plan to take 2FE additionally for September 2017 – it has also expressed a wish to permanently expand by 1-2FE, but the low percentage of pupils attending the school from Southwark could potentially mean any permanent expansion at this site may not benefit Southwark pupils proportionate to the potential expenses incurred. The school may, of course, expand of their own accord, without council funds. However, the council welcomes the interest and will continue to explore whether an expansion of benefit to Southwark pupils could be secured through alternative admissions arrangements.
62. Academies are not required to publish statutory proposals (outside of any amendments to admissions procedures) or seek local authority approval for expansion of their admission number. Based on the responses in paragraphs 59 and 60 above, an additional 3FE to 4FE might reasonably be expected from the existing estate leaving scope and need for additional, new provision in the borough for the future. The LA will consult with all secondary schools as a group to develop plans for any additional capacity required.

New secondary schools in Southwark

63. As noted in paragraph 19, the Academies Act 2010 and Education Act 2011, an academy sponsor or free school group can apply to the EFA with a proposal for a school for their approval. The EFA only consults with (but does not seek the approval of) the local authority when the new academy or free school are proposed. The decision to open new schools therefore lies solely with the Education Funding Agency (EFA) and not the council. There are a limited number of potential new school sites, all with inherent risks and opportunities, along with advantages and disadvantages. The authority works closely with the EFA and have constructively engaged with them on a number of occasions to ascertain the viability of projects and the status of potential academy and free school sites across the borough

Expansion of existing and new special (SEND) schools

64. Plans already approved by cabinet to increase the standard number at, and the relocation of Cherry Garden School is presently being actioned, with an expected completion date of September 2018. These plans and proposals for the expansion of other SEND provision are given in table 5 overleaf.

Table 5 - SEND proposals

School	Proposal	Capacity	New Capacity	Status
Cherry Garden School	Increase the standard number at, and the relocation	46	72	Expected completion date of September 2018
Spa Camberwell	ASD 4-16 free school on the former site of LeSoCo, with Spa Bermondsey as the sponsor	0	100-120	Site is presently being used as a temporary location for the Charter School East Dulwich – earliest opening date of September 2019
Beormund	Redevelopment of Beormund	40	50	Under discussion with stakeholders

Statutory proposals

65. At the meeting in March 2014, the cabinet approved the proposed enlargements of Albion, Bessemer Grange, Charles Dickens, Crawford, Grange and Keyworth primary schools following statutory consultation with stakeholders. In March 2015, a similar process to underpin the expansion of Robert Browning, Phoenix, Ivydale and Bellenden schools was undertaken. As an academy, Redriff was not required to consult on their expansion.
66. Any proposal by a local authority of an enlargement of the capacity of a non-academy school which results in an increase of 30 pupils and an increase of more than 25% or 200 pupils (whichever is the lesser) requires the publication of statutory proposals. In Southwark, all non-academy secondary schools are voluntary aided and the necessary consultation would be managed by these schools directly.

Consultation

67. If statutory proceedings to expand non-academy schools are undertaken, informal consultation will be carried out by Regeneration with individual schools, involving meetings with parents/carers, staff and governors, including a drop-in parents' meeting at all of the schools. At the formal stage, notices will be issued to the schools concerned and Southwark councillors and Southwark, Lambeth and Lewisham MPs, the Southwark Diocesan Board and Commission, and neighbouring authorities will all be written to elicit their views on the proposed expansions.
68. Academy schools (including Free schools) are not required to consult with regard to permanent expansions (although some do), but are only required to inform the local authority if they wish to amend their published admissions number.

Policy implications

69. The primary planning and investment strategies are aligned to local planning and policy frameworks, including the Council Plan and Children and Young People's Plan. These outline the council's commitment to supporting schools to be outstanding, with children and young people able to achieve their full potential, and parents able to exercise real choice in a high-performing schools system.
70. When formulating the primary and secondary expansion programmes, the council considers the suitability of all schools in Southwark and the risks and advantages of expanding each. The risks of not expanding schools are considerable. The council has a limited scope to expand existing provision, and not expanding the schools could potentially leave the council vulnerable to legal action for not meeting its target duty to provide sufficient primary school places. Section 14 of the Education Act 1996 places a duty on local authorities to secure that there are sufficient primary and secondary school places in their area. Local authorities must ensure there are enough school places to meet needs as well as working to secure diversity of provision and increasing opportunities for parental choice. Local authorities are also bound by the duty to take into account parental preference in so far as to do so avoid unreasonable public expenditure.
71. It should be noted that the situation with free school applications and academy conversions remain fluid. Officers will make Members aware of any appropriate developments that affect the projections or indeed the anticipated provision in the borough

Community impact statement

72. The Public Sector Equality Duty, at section 149 of the Equality Act, requires public bodies to have due regard when carrying out their activities to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with protected characteristics and those with none. The council's Approach to Equality ("the approach")

commits the council to ensuring that equality is an integral part of our day to day business.

73. "Protected characteristics" are the grounds upon which discrimination is unlawful - the characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender and sexual orientation. In this case, the characteristics covering gender reassignment, marriage and civil partnership, pregnancy and maternity, and sexual orientation are unlikely to be issues for consideration in the expansion of the schools in question. Enabling the expansion of primary and secondary provision to meet demand have the potential to advance equality of opportunity, and foster good relations between people with protected characteristics and those with none.

Resource implications

74. The July 2014 the cabinet report delegated the authority to the Strategic Director of Children's and Adults' Services to allocate the budgets for individual primary school expansion programmes from within the existing available resources.
75. The council's current capital programme includes £160m for the Primary Expansion Programme which includes Cherry Garden Special School. The costs of the first wave of schools in this report are being managed within this budget.
76. Schools will be responsible for any ongoing revenue implications arising from the expansion. The Dedicated Schools Grant (DSG) will fund the schools for the additional expansion class pupils via the revenue "growth fund" in the first financial year of expansion (agreed by the Schools Forum); and thereafter via the schools funding formula. The "growth fund" is agreed annually by the Schools Forum and funded through a top-slice from the DSG. It should be noted that different arrangements apply to some academies and free schools, who are funded by the EFA based on estimated numbers with funding recouped from the DSG allocation. Local authorities received an additional DSG cash transfer in 2015-16 to offset these costs but no commitment has been made in relation to future years; it is likely that these costs will need to be met from existing DSG resources.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

77. The council's general duty in relation to securing sufficient school places in its area, and its functions in relation to making alterations to its existing maintained schools, is described in the body of the report.
78. The cabinet is reminded that the public sector equality duty under section 149 Equality Act 2010, as set out in the community impact section of the report, applies to the exercise any of its functions.

Strategic Director of Finance and Governance

79. This report notifies cabinet of the updated 74 highlights the funding allocated within the council's capital programme for the existing primary school expansion programme and paragraph 75 details how the revenue costs of expanding schools will be met from the DSG.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Primary Investment Strategy – Report to Cabinet July 2013	Council Offices, 160 Tooley Street, London, SE1 2QH	Nina Dohel 020 7525 3755
Link http://moderngov.southwark.gov.uk/documents/s39446/Report%20Primary%20Investment%20Strategy.pdf		
Primary Investment Strategy Update – report to Cabinet member for Children’s Services - January 2014	Council Offices, 160 Tooley Street, London, SE1 2QH	Nina Dohel 020 7525 3755
Link http://moderngov.southwark.gov.uk/documents/s43491/Report.pdf		
School Places Strategy Update – report to Cabinet member for Children’s Services - March 2014	Council Offices, 160 Tooley Street, London, SE1 2QH	Nina Dohel 020 7525 3755
Link http://moderngov.southwarksites.com/documents/s45063/Report%20School%20Places%20Strategy%20Update.pdf		
Permanent enlargement of Albion, Bessemer Grange, Charles Dickens, Crawford, Grange and Keyworth primary schools – considering the initial consultation and agreeing the publication of statutory notices - March 2014	Council Offices, 160 Tooley Street, London, SE1 2QH	Andy Brown 020 7525 3755
Link http://moderngov.southwarksites.com/documents/s45064/Report%20Permanent%20enlargement%20of%20primary%20schools.pdf		
School Places Strategy Update– report to Cabinet member for Children’s Services - July 2014	Council Offices, 160 Tooley Street, London, SE1 2QH	Andy Brown 020 7525 3755
Link http://moderngov.southwarksites.com/documents/s47494/Report%20School%20Places%20Strategy%20Update.pdf		
School Organisation – Making 'prescribed alterations' to local-authority-maintained schools; Deciding prescribed alteration and establishment and discontinuance proposals; Opening and closing local-authority-maintained schools	Council Offices, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Links https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/514548/16-04-06_FINAL_SO_Guidance_PA_Regs.pdf https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/514570/16-04-06_FINAL_SO_Guidance_DM.pdf https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/514556/16-04-06_FINAL_SO_Guidance_ED_Regs.pdf		
School Places Strategy Update – report to Cabinet member for Children’s Services – July 2015	Council Offices, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link http://moderngov.southwarksites.com/documents/s55562/Report%20Primary%20and%20secondary%20school%20place%20planning%20strategy%20and%20Appendices%201-3.pdf		
The Essential Guide to the Public Sector Equality Duty 3rd edition April 2011, updated: January 2015	Council Offices, 160 Tooley Street, London, SE1 2QH	Ric Euteneuer 020 7525 5018
Link https://www.equalityhumanrights.com/sites/default/files/psed_essential_guide_-_guidance_for_english_public_bodies.pdf		
School Organisation (Prescribed Alterations to Maintained Schools)	Council Offices, 160 Tooley Street, London,	Ric Euteneuer 020 7525 5018

Background Papers	Held At	Contact
(England) Regulations 2013	SE1 2QH	
Link http://www.legislation.gov.uk/ukxi/2013/3110/pdfs/ukxi_20133110_en.pdf		

APPENDICES

No.	Title
Appendix A	List of primary schools by planning area
Appendix B	Map of Primary Schools in the borough
Appendix C	Map of Secondary Schools in the borough

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Children and Schools	
Lead Officer	Nina Dohel, Director of Education,	
Report Author	Ric Euteneuer, Principal Strategy Officer (School Place Planning)	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OFFICERS/DIRECTORATES/CABINET MEMBER		
	Officer Title	Comments sought
		Comments included
	Director of Law and Democracy	Yes
	Strategic Director of Finance and Governance	Yes
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	1 December 2016

APPENDIX A

LIST OF SCHOOLS BY PLANNING AREA

Community Schools *in italics*
 Free Schools **in bold**
 Foundation Schools **in red**
 Academies **in green**
 VA Schools **in bold turquoise**

Name of Planning area (PA)	Council Wards	Primary Schools in PA	
1. Borough, Bankside & Walworth	Cathedrals Chaucer East Walworth Faraday Newington	Cathedral School RC Charles Dickens Charlotte Sharman <i>Cobourg</i> <i>Crampton</i> English Martyrs RC Friars <i>Keyworth</i> <i>Michael Faraday</i> <i>Robert Browning</i>	St Georges Cathedral C of E St Johns Walworth C of E St Joseph's (Borough) St Jude's St Paul's St Peters Surrey Square <i>The Globe Academy</i> <i>Townsend</i> <i>Victory</i>
2. Bermondsey & Rotherhithe	Grange Livesey (<i>part</i>) Riverside Rotherhithe South Bermondsey Surrey Docks	<i>Albion</i> <i>Alfred Salter</i> Boutcher C of E Galleywall City of London <i>Grange</i> <i>Ilderton</i> Peter Hills with St Mary's & St. Paul's C of E <i>Phoenix</i> <i>Pilgrims Way</i>	<i>Redriff</i> <i>Riverside</i> <i>Rotherhithe</i> <i>Snowsfields</i> Southwark Free School <i>Southwark Park</i> St James C of E St Johns R.C. Primary St Joseph's RC 014B St Joseph's RC 026 <i>Tower Bridge</i>
3. Peckham & Nunhead	Livesey (<i>part</i>) Nunhead Peckham Peckham Rye The Lane	<i>Angel Oak</i> <i>Bellenden</i> <i>Camelot</i> Harris Academy Peckham Park Harris Free School Peckham <i>Hollydale</i>	<i>Ivydale</i> <i>John Donne</i> <i>Rye Oak</i> St Francesca Cabrini RC St Francis RC Primary St James the Great RC St John's & St Clements St Mary Magdalene
4. Camberwell	Brunswick Park Camberwell Green South Camberwell	Belham <i>Bessemer Grange</i> <i>Brunswick Park</i> <i>Comber Grove</i> <i>Crawford</i> <i>Dog Kennel Hill</i>	<i>John Ruskin</i> <i>Lyndhurst</i> <i>Oliver Goldsmith</i> St George's C of E St Joseph's Infants St Joseph's Junior
5. Dulwich	College East Dulwich Village	<i>Dulwich Wood Primary</i> <i>Dulwich Hamlet Junior</i> Dulwich Village Infants (C of E) <i>Goodrich</i>	<i>Goose Green</i> <i>Heber</i> Harris Primary East Dulwich Judith Kerr Free School St Anthony's RC

APPENDIX B

MAP OF PRIMARY SCHOOLS IN THE BOROUGH

Map of primary schools in Southwark

Map of primary schools in Southwark



Community primary schools

- 1 Albion Primary School
- 2 Alfred Salter Primary School
- 3 Bellenden Primary School
- 4 Bessemer Grange Primary School
- 5 Brunswick Park Primary School
- 6 Camelot Primary School
- 7 Cobourg Primary School
- 8 Comber Grove Primary School
- 9 Crampton Primary School
- 10 Crawford Primary School
- 11 Dog Kennel Hill Primary School
- 12 Dulwich Wood Primary School
- 13 Goodrich Primary School
- 14 Grange Primary School
- 15 Heber Primary School
- 16 Hollydale Primary School
- 17 Ilderton Primary School
- 18 Ivydale Primary School
- 19 John Ruskin Primary School
- 20 Keyworth Primary School
- 21 Lyndhurst Primary School
- 22 Michael Faraday Primary School
- 23 Oliver Goldsmith Primary School
- 24 Phoenix Primary School
- 25 Pilgrim's Way Primary School
- 26 Riverside Primary School
- 27 Robert Browning Primary School
- 28 Rotherhithe Primary school
- 29 Rye Oak Primary School
- 30 Snowsfields Primary School
- 31 Southwark Park School
- 32 Tower Bridge Primary School
- 33 Townsend Primary School
- 34 Victory Primary School

Academies

- 35 Angel Oak Academy
- 36 ARK Globe Academy
- 37 Dulwich Hamlet Junior School
- 38 Goose Green Primary School
- 39 Harris Primary Academy, Peckham Park
- 40 John Donne Primary School
- 41 Redriff Primary

Voluntary aided schools

- 42 Boucher Church of England Primary School
- 43 The Cathedral School of St Saviour and St Mary Overie
- 44 Dulwich Village C of E Infants' School
- 45 Peter Hills with St Mary's and St Paul's C of E Primary School
- 46 St George's C of E Primary School
- 47 St James' C of E Primary School
- 48 St John's and St Clement's C of E Primary School
- 49 St John's Walworth C of E Primary School
- 50 St Jude's C of E Primary School
- 51 St Mary Magdalene C of E Primary School
- 52 St Paul's C of E Primary School
- 53 St Peter's Walworth C of E Primary School
- 54 English Martyrs' Catholic Primary School
- 55 Saint Joseph's Catholic Primary School, The Borough
- 56 St Anthony's Catholic Primary School
- 57 St Francesca Cabrini Primary School
- 58 St Francis Catholic Primary School
- 59 St George's Cathedral Catholic Primary School
- 60 St James the Great Catholic Primary School
- 61 St John's Catholic Primary School
- 62 St Joseph's Camberwell Catholic Schools' Federation (Infants)
- 63 St Joseph's Camberwell Catholic Schools' Federation (Juniors)
- 64 St Joseph's Catholic Primary School, George Row
- 65 St Joseph's Catholic Primary School, Gomm Road

Foundation schools

- 66 Charles Dickens Primary School
- 67 Charlotte Sharman Primary School
- 68 Friars Primary Foundation School
- 69 Surrey Square Primary School

Free schools

- 70 Galleywall Primary School - A City of London Academy
- 71 Harris Primary Academy East Dulwich (Temporary Site)
- 72 Harris Primary Free School Peckham
- 73 Judith Kerr Free School
- 74 Southwark Free School
- 75 The Belham Primary School
- 76 Harris Primary Academy East Dulwich (New Site)

APPENDIX C

MAP OF SECONDARY SCHOOLS IN THE BOROUGH

Map of secondary schools in Southwark

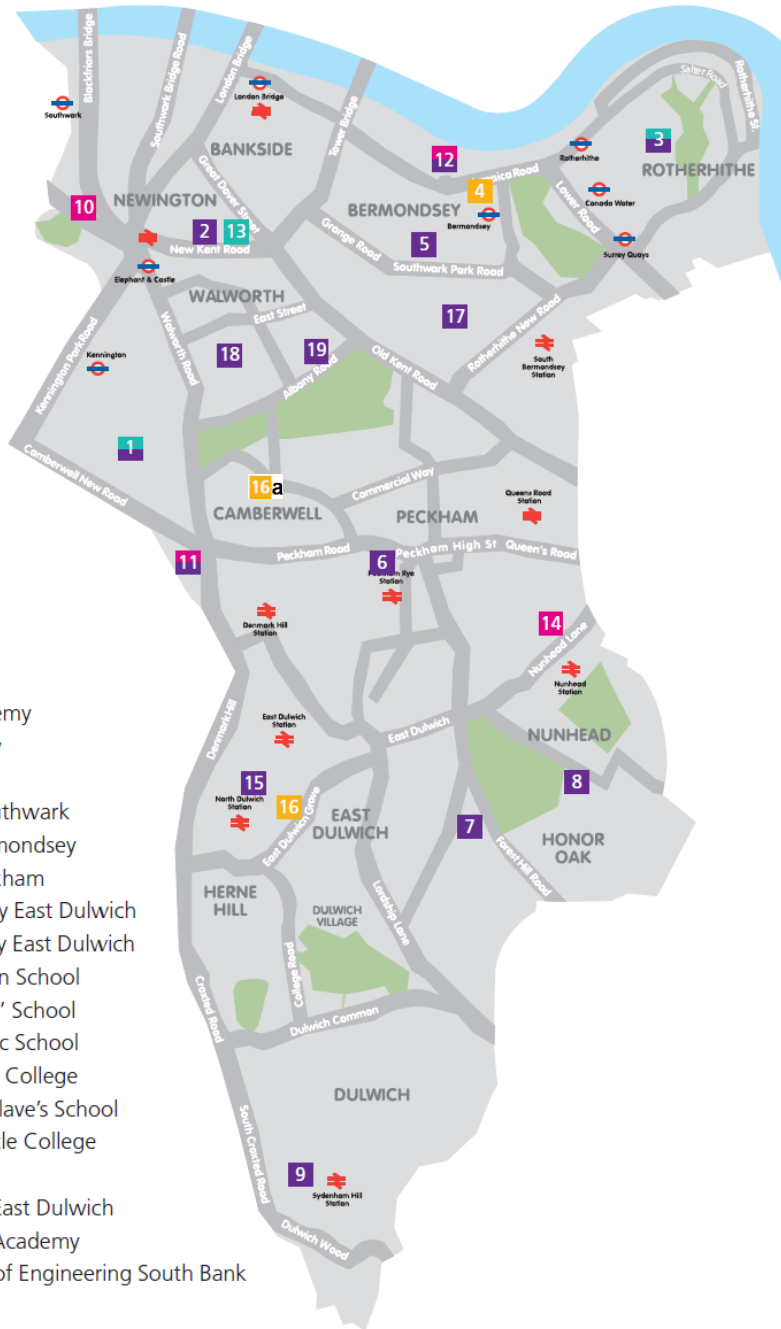
Map of secondary schools in Southwark

Key

- Academies
- Church of England
- Catholic
- Free

The schools

- 1 ARK All Saints Academy
- 2 ARK Globe Academy
- 3 Bacon's College
- 4 Compass School Southwark
- 5 Harris Academy Bermondsey
- 6 Harris Academy Peckham
- 7 Harris Boys' Academy East Dulwich
- 8 Harris Girls' Academy East Dulwich
- 9 Kingsdale Foundation School
- 10 Notre Dame RC Girls' School
- 11 Sacred Heart Catholic School
- 12 St Michael's Catholic College
- 13 St Saviour's and St Olave's School
- 14 St Thomas the Apostle College
- 15 The Charter School
- 16 The Charter School East Dulwich
- 17 The City of London Academy
- 18 University Academy of Engineering South Bank
- 19 Walworth Academy
- 16a The Charter School East Dulwich temporary site



Item No. 12.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Activity Strategy for Children and Young People 2017– 2020	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Maisie Anderson, Public Health, Parks and Leisure and Councillor Victoria Mills, Children and Schools	

FOREWORD - COUNCILLOR MAISIE ANDERSON, CABINET MEMBER FOR PUBLIC HEALTH, PARKS AND LEISURE AND COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR CHILDREN AND SCHOOLS

The council has promised its children and young people the very best start in life. Despite challenging financial times, we remain absolutely committed to helping our children and young people to be happy, healthy, active, safe and prepared for the future.

Southwark is an amazing place to grow up, with a vast range of places for young people to go and things to do. In addition to our schools, the council provides and supports a vast range of activities for children and young people. From libraries to events and support for arts and drama, as well as activities in our parks and playgrounds, leisure centres, sports and youths clubs. There is no shortage of things going on in our borough.

However, the world is changing, and our services need to change with it. We must adapt and evolve alongside the young people in our borough. We have an opportunity to reassess what we provide and have asked local people what they want to see for children and young people. Over 500 people responded to our consultation, and their thoughts and opinions have been woven throughout the fabric of the new Activities for Children and Young People strategy 2017 - 2020.

We want our young people to make the most of the opportunities on their doorstep and to help us shape the activities on offer, whether delivered by the council or other local organisations. This will ensure that Southwark truly offers something for everyone growing and flourishing in our great borough.

RECOMMENDATIONS

1. That Cabinet
 - Agree the proposed Activity Strategy for Children and Young People 2017– 2020 (ASCYP)
 - Note the grant allocation process for the provision of youth and play services
 - Note the approach to commissioning the voluntary sector to deliver specific services that support the delivery of the outcomes in the strategy.

INTRODUCTION

2. Southwark has an abundance of activities for children and young people to participate in and enjoy. There are a huge range of sporting activities stretching from football to cycling, to swimming in leisure centres and many sports facilities. Young people have opportunities to take part in performance arts provided by organisations such as Theatre Peckham and Blue Elephant. Creative arts and crafts are delivered by many organisations such as the South London Gallery and Café Gallery Project. Youth Clubs across the borough give young people an opportunity to participate, contribute, learn skills and enjoy themselves. Libraries help children develop a love of reading and support their learning. Parks run a range of activities for children and high quality playgrounds ensure that children have opportunities to be active and have fun across the borough. All these contribute to creating a rich and diverse offer to help children and young people to be happy, safe, healthy and active.
3. Officers have mapped the council's provision of leisure activities for children and young people across the borough. There is a much more extensive youth offer that crosses council services in areas such as education, the local economy and social care but there is also a very significant provision across the voluntary and community sector in the borough.
4. The council's Fairer Futures promises include commitments to support our children and young people to grow, prosper and achieve. Specifically Southwark has pledged to:
 - Provide free swim and gym sessions
 - Expand the play streets programme
 - Ensure there are top quality playgrounds across the borough
 - Provide a library card for all secondary school students
 - Increase the number of scholarships for young people including arts scholarships for foundation courses
 - Open a credit union account with £10 for each 11 year old
 - Provide 2000 apprenticeships.
5. At a time of significant challenges to public sector funding, it is more important than ever to be able to join up services and focus future investment choices in areas that will have the biggest impact. The ASCYP aims to refocus and target services to deliver the best outcomes for children and young people. It sets out the council's priorities for these services and activities over the next three years, with a focus on provision of universal activities available to all children, young people and their families, while maintaining commissioning of targeted youth services to help our young people keep safe and prepare for their future.

BACKGROUND INFORMATION

6. As part of the development of the ASCYP the council conducted a mapping exercise of the provision of activities for children and young people in the borough. This exercise concentrated on out of school activities, run either directly by the council, the voluntary sector or clubs and associations. It covered the following types of activity;
 - Parks activities
 - Young advisers

- Youth centres
 - Libraries
 - Play sites
 - Sport and leisure activities
 - Arts and events
7. The exercise confirmed the richness of provision, identifying almost 700 activities of which 83% were provided for free. It highlighted the essential role the voluntary sector, local clubs and commitment of local people plays in the provision of activities for children and young people. It demonstrated that the council plays a significant role in the delivery of youth and play activities, particularly in its parks and libraries. It is only through this rich mix of provision that all children and young people have the opportunity to engage in activities, wherever they live in the borough.
8. The council has for many years worked in partnership with the voluntary sector to ensure that children and young people benefit from the widest range of universal and targeted services. In 2015-16 the council provided grant funding to 16 voluntary sector youth organisations and three adventure playgrounds. The activities provided by these organisations range from youth clubs, football coaching, support of LGBT young people, to supporting education and personal development.
9. In the light of government funding cuts the council reviewed its approach to direct provision of some youth and play in 2015-16. As part of this it was agreed to;
- Transfer the youth and play team from the Children and Adult Services department to the Environment and Leisure department. This was to enable the council to keep these services running while aligning them with similar provision for children and young people, in particular being delivered in Parks, Sports, Leisure, Arts, Events and Libraries.
 - To integrate the services with the leisure division of the department. Bringing these services together to enable a joined up, integrated service for children and young people, improving access to provision, reducing duplication and delivering efficiencies
 - Develop a mixed model of provision which would maintain some direct provision across youth and play but increasingly deliver through voluntary sector partnerships and commissioning.
10. The youth and play team transferred in July 2016 to the environment and leisure department. This year the majority of the existing activities run by youth and play services have been maintained. Youth club sessions have continued to run at 5 centres and 6 adventure playgrounds have remained open with supervised sessions. In addition to term time provision, a successful summer programme with a varied programme of activities was run. This has ensured that children and young people have still benefited from participating in these activities with dedicated staff.
11. At the same time, the council has delivered on its pledges to continue to keep all its libraries open, running activities for children such as the summer reading challenge. After successfully piloting free swim and gym for U18s the offer was extended to all residents in July 2016. The Castle Leisure Centre opened in the spring, providing a valuable resource for children and young people to use. The

events and arts team continue to provide and commission services that enable young people to enjoy and participate in cultural activities. The council is making strides on delivering new playgrounds, recently committing to an additional £1.2million for playgrounds at Leyton Square and Southwark Park, thereby delivering the council's commitment to ensure a top quality playground in every local area. This is in addition to investment in other areas, such as the new landscaped play area in Peckham Rye and a new Urban Games area that is being developed for Burgess Park to provide exciting, challenging activities for all ages. There are also a rich range of activities provided by tenants and residents associations, and through the Neighbourhoods and the Cleaner Greener Safer (CGS) funds. CGS for example has supported play areas in Parks and on housing estates and the Neighbourhoods Fund has provided revenue funding for activities for children and young people.

KEY ISSUES FOR CONSIDERATION

Mapping current provision

12. While developing the strategy, the council conducted a mapping exercise of provision for children and young people across the borough. In total nearly 700 activities were identified.
13. Activities were mapped geographically and show a good spread across each area. In particular the existing youth and play sites can be seen to significantly overlap with areas of higher deprivation in Southwark. It also demonstrated the challenge in finding out what is available in each area, given the breadth of provision. One of the key outcomes from the strategy will be to review and seek to enhance and improve the current information provision for families and children and young people.

Support to wider plans and strategies

14. The Activity Strategy for Children and Young People in Southwark supports the following key council plans and strategies:
 - The Council Plan and its Fairer Future commitment to giving young people the best start in life and helping everyone to live healthy active lives through the opportunities the strategy provides for young people to stay active.
 - The council and NHS Southwark Clinical Commissioning Group Health and Wellbeing Strategy and the new five year forward view with its aims of working together across services to improve the health and wellbeing of Southwark people with an emphasis on prevention and early action.
 - The new tripartite council: CCG and Voluntary and Community Sector Strategy which aims to achieve better partnership working across sectors to improve outcomes for residents, improved commissioning and grant-giving that focuses on outcomes for local people and better use of community assets to build resilient communities through community-led approaches. The VCS Strategy is about a new relationship with the VCS and unlocking the social value and assets that exist in communities to create a Southwark that is fairer for all. Where it makes sense we will work with partners to deliver activities for young people that support the aims of the Activities Strategy for children and young people in Southwark.

- The Families Matter Strategy that sets out approaches to working with children, young people and families to deliver high quality, effective services to local children, young people and families.

Consultation

15. To ensure that activities delivered across services and with partners meet the needs of children and young people, a consultation exercise was undertaken in the summer of 2016. The consultation engaged children, young people and their families and sought to identify their priorities for activities they would like to see for children and young people. The full report is available in Appendix 2.
16. The consultation was in the form of a survey which was made available online and in paper form. It was publicised widely through, schools, libraries, youth and play centres, attendance at community events and social media. A copy of the survey questionnaire is available in Appendix 3.
17. The consultation reached a wide range of residents. 534 responses were received, 49% of those who answered the question about age were under 25. The results offer a good balance between the views of young people themselves and other adults in the borough including parents and carers. There was a good range of income groups reflected in the responses; 35% were male and 40% female; 12.5% indicated a disability or had limiting health condition;
18. The survey asked questions on the five themes that appear in the strategy; Happy, Healthy, Active, Safe and Prepared. There was overwhelming support (more than 87%) for each of these. The order of importance was happy, safe, healthy, active and prepared. However it should be noted that being prepared for life has considerably more importance for the 18 to 24-year-olds and that safety remains a considerable concern for young people of secondary school age. Those over 25 and likely to be parents or carers of children and young people are most concerned about their children and young people being happy and healthy.
19. There were key differences in priority activities across the ages:

The top 3 priority activities for children aged 5-11 are:

Playgrounds	67%
Sport and leisure	64%
Reading/books	56%

The top 3 priority activities for children aged 12-15 are:

Fitness and sport	70%
Careers advice/work exp.	56%
Reading/books	46%
Art/culture/events	46%

The top 3 priority activities for young people aged 16-24 are:

Careers advice/work exp.	72%
Fitness and sport	59%
Debate/democracy	43%
Arts/culture/events	43%
Computers IT	43%

20. A question was also asked as to the barriers that children and young people face to attending activities.
21. 175 individuals responded to this question. Almost a quarter of these respondents thought that lack of information was one of the main barriers. Cost and distance to travel were the most often mentioned barriers across all the age groups. Young people were concerned about safety on the way to activity. The timing of the activities was in the top three concerns for those in secondary school and lack of interest in what's on offer a barrier for 16 to 17-year-olds.
22. The council will ensure that a wide range of activities are made available across all areas of the borough and for all ages, either free of charge or low cost to ensure that children and young people have opportunities to participate.
23. The consultation identified that residents are most likely to find information about activities online (58% of respondents). Therefore Southwark will continue to support access to activities by ensuring that information is made available online, is kept up to date and that it will signpost to other providers of services for children and young people.

The Strategy

24. The strategy (see Appendix 1) sets out the priorities for the provision of leisure activities for children and young people in Southwark for the next three years and is accompanied by an action plan to deliver the priorities. Five thematic outcomes have been identified to deliver the priorities:

Outcome 1: Happy: Children and young people have fun and feel happy

Outcome 2: Healthy: Children and young people live healthy lives

Outcome 3: Active: Children and young people participate and are active citizens

Outcome 4: Safe: Children and young people feel safe and secure

Outcome 5: Prepared: Children and young people have the life skills to succeed.

25. To deliver the priorities an integrated approach will be adopted to ensure that children and young people have access to the broadest range of activities to help them grow and prosper. These will be provided across many services both within the council, by the voluntary sector and local communities.

They will include

- parks and open spaces including playgrounds
 - outdoor events such as festivals and carnivals
 - sport and fitness including those provided by the councils leisure partner
 - libraries
 - arts and cultural events, delivered by arts organisations across the borough including those that receive funding from the council
 - youth clubs, voluntary sector and those run by the council
 - adventure playgrounds, voluntary sector and those run by the council.
26. The strategy confirms the commitment from the council and our partners to deliver high quality, young people-focused services that deliver the best

outcomes for children and young people. It will be used to inform future investment choices across services and provide a framework for the future commissioning of activities for children and young people.

27. It will enable us to prioritise expenditure on those areas that have been identified as key priorities by children, young people and their families. These will include, quality play provision, sports, fitness and leisure activities, library and arts events, personal development, careers information and work experience.
28. It will embed a new model of delivery using a mix of council and voluntary sector provision, by so doing enabling us to provide the highest quality from those best fit to provide it.
29. All provision, council and voluntary sector will be outcomes driven, designed to meet identified needs of young people and informed by them. Robust quality assurance and performance monitoring will be in place for all services.

Future provision of activities for children and young people

30. The council is committed to continuing to provide diverse opportunities for children and young people across the borough. It will do this through a combination of direct delivery by council services such as parks, libraries arts, through voluntary sector partners and through existing contracts, such as the Leisure Management Contract. By working in partnership we can maximize the value of the resources and ensure that we reach as many children and young people as possible.
31. The council recognises that in order to sustain this varied, high quality range of activities it needs to work in a very different way. It will do this by combining the best of what we do with the expertise and specialisms of the voluntary sector. A flexible approach will be adopted to ensure that resources and facilities are used to best effect to deliver the priorities in the strategy. This will mean working with partners to extend and maximize the use of our facilities and commissioning them to deliver activities on our behalf.
32. The council values the unique role of the voluntary and community sector in delivering exiting and engaging activities for children and young people. In February 2016 it committed £1 million for the period 2017-19 to commission activities for children and young people. This is a 13.5% reduction from the 14-15 to 15-16 funding cycle, but reflects the challenging financial climate.
33. Following agreement of the new tripartite council, NHS Southwark Clinical Commissioning Group and voluntary & community sector strategy (*Common Purpose Common Cause*) at the November cabinet meeting a further report is being considered at this cabinet meeting which sets out proposals for better co-ordination of commissioning activity across the council and partners. The approach taken to the commissioning of activities for children and young people will align with this broader approach. Commissioning for children and young people will form part of this overall approach that will include a common outcomes framework. The commissioning strategy will ensure that future grants deliver the priority outcomes outlined above and that there is a robust but proportionate performance management framework in place to monitor outcomes against these targets.

34. The council will work with Community Southwark and the voluntary sector to engage with organizations to help them understand the requirements for funding and future monitoring arrangements that will be in place for funded organisations.

Community impact statement

35. The delivery of youth and play provision has a direct community and equalities impact on large sections of the boroughs residents. As set out in this report extensive consultation has been carried out and incorporated into this strategy, engaging with children, young people and their families to identify their priorities for activities. Although there are direct impacts, these have been minimised by taking a broad and balanced approach, and as such the strategy should minimise impact and enhance positive opportunities.
36. Where specific decisions are to be made about provision (in line with this strategy) individual equality and community and equality analysis will be carried out in line with the council's procedures.

Resource implications

37. The ASCYP runs from 2017-2020 and will be delivered within the agreed budgets for services that provide activities for children and young people in that period.
38. The actual expenditure against the grant allocations will be monitored and reported on as part of the parks and leisure revenue monitoring process
39. On 1 November 2016, cabinet also approved a capital allocation of £1.2m on Top Quality Playgrounds which is expected to be delivered across the 2016-17 to 2017-18 period.
40. Staffing and any other costs connected with this recommendation to be contained within existing departmental revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director for Children's and Adults' Services

41. The transition of youth and play services from the children's and adults' services department to the environment and leisure department has been completed successfully. The staff in both departments worked hard to ensure that this was undertaken with the least impact on children, young people and parents and are to be commended for their efforts in sustaining the service offer and indeed a very full summer programme.
42. The extensive consultation and engagement with young people in developing this strategy has ensured their voice is heard and the strategy very much reflects their preferences and aspirations. The take-up of the council's free swim and gym offer by young people has far exceeded projections and bodes well for their health and wellbeing. The use of our libraries by young people again has far exceeded projections and will help young people with learning and access into employment. The diverse range of interests on offer will attract young people to gather and to work together around a shared interest or sport, assisting with their personal development, social skills and self-confidence.

43. This strategy is in accord with the council's strategies and plans in education, public health, social care and community safety and colleagues from Children's and Adults' Services will continue to work very closely with colleagues in Environment and Leisure to ensure it is implemented with impact to deliver our shared ambitions for children, young people and families in the borough.

Director of Law and Democracy

44. This report seeks approval of the proposed Activity Strategy for Children and Young People 2017– 2020 (“the Strategy”). The decision to agree the Strategy is one that can be taken by the Cabinet collectively.
45. Cabinet will note that the Strategy sets out a vision to improve health and well-being for all children and young people through a variety of leisure activities. The Strategy sets out five themes and outcomes which have been designed to accord with the key priorities identified by those children, young people and their families who have responded to the council’s consultation.
46. The report sets out at paragraph 14 the corporate plans and key objectives which the Strategy is intended to complement and support. Amongst the council’s various duties and powers in this area the Health and Social Care Act 2012 imposes a duty on the council to take such steps as it considers appropriate for improving the health of the people in its area. This would include (but is by no means limited to) the provision of services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way), and making available the services of any person or any facilities.
47. Where there is no expressly conferred duty or power in relation to any of the functions outlined in the Strategy, the council has the power to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions (section 111 of the Local Government Act 1972). The general power of competence conferred by the Localism Act 2011 also grants the council the power to do anything that individuals may do.
48. The aim of harnessing the use of outside spaces which are owned and maintained by the council would also need to be consistent with the council’s powers relating to the provision and management of public spaces, and byelaws made by the council relating to their use.
49. The aim of improving commissioning and grant-giving processes related to the implementation of the Strategy should take account of the council’s duties as a Best Value authority under the Local Government Act 1999. Regarding grants in particular, the council has a general power to incur expenditure in the interests of, and where that will bring direct benefits to, its area (which includes making financial contributions to charities and non-profit making bodies carrying out public services, subject to a prescribed limit). The council has a specific power to make a scheme for making grants to voluntary organisations whose activities will benefit the whole of Greater London or any part of it, subject to a prescribed limit on the total amount of expenditure to be incurred. The report notes that future service provision will be subject to certain prescribed outcomes and to improved quality assurance and performance monitoring, and officers should seek advice from the director of law and democracy in relation to the form and content of any

contracts to be awarded to commercial and voluntary sector organisations.

50. In making its decision cabinet must be aware of the Public Sector Equality Duty imposed by section 149 of the Equality Act 2010, which requires that due regard must be given to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; to advance equality of opportunity between persons who share a “protected characteristic” and those who do not; and foster good relations between persons who share a “protected characteristic” and those who do not. The relevant “protected characteristics” are age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Cabinet is referred to the community impact statement in this report and to the details of the consultation which has been undertaken involving children, young persons and their families and voluntary and community sector organisations in order to inform the development and detail of the Strategy.

Strategic Director of Finance and Governance

51. This report is requesting cabinet to agree the proposed Activity Strategy for Children and Young People 2017-2020. The reports is also requesting cabinet to note the grant allocation process for the provision of youth and play services and the approach to commissioning the voluntary sector to deliver specific services that support the delivery of the outcomes in the strategy. Full details are contained within the main body of the report.
52. The strategic director of finance and governance notes that the proposed Activity Strategy for Children and Young People 2017-2020 will be delivered within the council’s existing departmental revenue budgets and the approved capital programme.
53. Staffing and any other costs connected with this report need to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy 2016/17 – 2018/19 Update for spending review and initial savings proposals		
Link: http://moderngov.southwark.gov.uk/documents/s58659/Report%20Policy%20and%20resources%20strategy.pdf		
Policy and Resources Strategy 2016/17-2018/19 Revenue Budget		
Link: (Copy and Paste link into browser) http://moderngov.southwark.gov.uk/documents/s59966/Report%20Policy%20and%20Resources%20Strategy%20201617%20-%20201819%20-%20Revenue%20Budget.pdf		

APPENDICES

No.	Title
Appendices circulated separately	
Appendix 1	Activities for Children and Young People in Southwark: a strategy for 2017-2020
Appendix 2	Activities for Children and Young People Consultation report
Appendix 3	Copy of Survey Questionnaire

AUDIT TRAIL

Cabinet Member	Councillor Maisie Anderson, Public Health, Parks and Leisure and Councillor Victoria Mills, Children and Schools	
Lead Officer	Fiona Dean, Director of Leisure	
Report Author	Aileen Cahill, Head of Culture	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Strategic Director for Children's and Adults' Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	1 December 2016	

Item No. 13.	Classification: Open	Date: 13 December 2016	Meeting Name Cabinet
Report title		Performance Report for Home Care Contracts 2015-16	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Richard Livingstone, Adult Care and Financial Inclusion	

FOREWORD - COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ADULT CARE AND FINANCIAL INCLUSION

Home Care services provide essential support to vulnerable people with social care needs and helps them to live independently and safely in their own homes. We are committed to ensuring that our vulnerable residents receive high quality personalised services and care. Our Fairer Future Promise, which created the Southwark Ethical Care Charter, underpins this commitment and recognises the hard work and dedication of the home care workforce in Southwark.

This report details the delivery, quality and performance of the contracted home care services provided by London Care and MiHomecare. Now in their fifth year of operation, the two Homecare providers have fully met the delivery of the Southwark Ethical Care Charter (SECC) and this is most welcome. This is the first full year of implementation of the SECC and it has made a real difference to the workers and the quality of the service. Every home care worker has been given the opportunity to take up a guaranteed-hours contract and payment is now made for travel time. The council has closely monitored the impacts of these positive changes on the quality of care being delivered. We strongly believe that staff who are recognised and respected deliver better care.

We are currently in the process of re-commissioning Home Care services. Through this process we will be introducing the SECC for all providers delivering this service. Re-procurement will start in January 2017 and we expect new contracts to be in place by October 2017.

Both the council and providers are committed in working together to continue to improve the quality and performance of the service, especially in retaining staff with qualifications and to ensure the response rate when collecting service user views is better. Overall, the delivery of homecare services under the two contracts has achieved continuous improvement in all areas. Where issues were raised by the Care Quality Commission (CQC) both providers quickly addressed these matters.

RECOMMENDATIONS

1. That cabinet note the delivery of the contracts over the fifth year has met the council's requirements on Southwark's Ethical Care Charter (SECC).
2. That cabinet note the delivery of the contracts over the fifth year has largely met the council's contractual requirements and that service users have expressed

their satisfaction with the services through provider feedback mechanisms and through one-to-one interviews conducted by Age UK.

3. That cabinet note the gap in meeting one indicator on the proportion of qualified staff. This is due to qualified staff leaving the agency in the last year to progress their career. An action plan will be agreed with the provider regarding this indicator.
4. That cabinet note the improvement of the services on the quality issues raised by CQC in their inspections during 2015.

BACKGROUND INFORMATION

5. In January 2011, cabinet approved the award of contracts for two universal contracts to London Care and MiHomecare (at that time known as Enara) to deliver home care services to people in the borough for three years with an option to extend for a further 2 one-year periods (a total of 5 years).
6. In July 2014 the cabinet member for adult care, arts and culture agreed to extend the contracts with London Care and MiHomecare for a period of one year.
7. In June 2015 cabinet agreed to extend the contract for a period of one further year from 1 July 2015 to 30 June 2016 at about the same capacity. There is also spot purchasing provision undertaken to meet increased demand for homecare that cannot be met through these contracts. Spot provision is around 42% of purchased homecare in the same period.
8. In March 2015 the cabinet agreed the Gateway 1 Home Care Procurement Strategy to undertake a competitive tender to re-commission home care services.
9. In August 2016 the contracts were extended for a further year to allow for the procurement exercise to be undertaken.
10. Extensive consultations with service users, care workers, providers and council staff has been undertaken to help shape services to people in their own homes in the future and the Southwark Ethical Care Charter will be a key feature of the new tender.

KEY ISSUES FOR CONSIDERATION

11. In Southwark 1,394 adults received some form of home care service from London Care and MiHomecare during the period 1 July 2015 to 30 June 2016. These two providers delivered 603,867 hours of home care to people in Southwark at a cost of £9.9 million. Ensuring each visit meets our expectations of high quality home care is a priority for the council.
12. Recognising that the workforce is a key factor in delivering high quality care, Southwark created the Southwark Ethical Home Care Charter (SECC) which sets out some minimum requirements to be offered to care workers. This has now been implemented. This year was the first full year of the SECC for both these contracts.

13. The council is working with both agencies to measure improvements in quality related to the changes made under the SECC and the following indicators are being assessed:
- Staff recruitment to provide sufficient capacity for both agencies to take on care packages offered to them
 - Turnover of care staff since continuity and familiarity are key concerns for people in receipt of home care services
 - Percentage of care staff with vocational qualifications (NVQs/QCFs)
 - Service user-reported experience
 - Offers and acceptance of guaranteed-hours contracts by care staff.
14. Intelligence from data collection on all the above activity has been incorporated in assessing the impact of the SECC changes on quality of service provision.
15. The council and providers are committed to working together to continually improve the quality and consistency of home care delivery. In addition to monitoring the key areas noted above, other mechanisms used to manage and monitor the contracts include regular contact between quality and performance staff and the branches (including site visits), interviews with a random selection of service users, and oversight through the senior monthly quality and safeguarding management (SMQSM) meetings.
16. This report provides a summary of performance for these contracts in their fifth year of operation using key performance indicators for the contracts as well as the additional quality measures agreed with the providers related to the SECC.
17. Overall, the delivery of home care services under the two generic home care contracts has met the quality and performance standards of the council by achieving continuous improvement in areas where quality concerns were raised by CQC.

Contract activity 2015 to 2016

Contract usage

18. Below is a summary of the usage of the contracts based on commissioned care packages from July 2015 to June 2016 compared with 2014/15:

Provider	Number of hours commissioned 2014-15	Number of hours commissioned 2015-16	Number of service users 2014-15	Number of service users 2015-16
London Care	173,000	240,000	518	612
MiHomecare	346,000	364,000	729	817

Provider	Number of hours commissioned 2014-15	Number of hours commissioned 2015-16	Number of service users 2014-15	Number of service users 2015-16
Total	519,000	604,000	1,247	1,394

Contract performance

19. A number of key measures are used by the council when assessing the performance and quality of home care services. The following paragraphs provide a brief explanation of each measure followed by a full analysis of the delivery against each measure.
20. Southwark Ethical Care Charter (SECC) performance indicators have been agreed with both providers and are reported by them to the council on a quarterly basis.

Service quality alerts

21. Service quality alerts are raised when someone is concerned about the way service is delivered to individual clients. Examples include care workers' punctuality for visits, and poor communication between agency (branch and field staff) with individual service users and/or the council and similar issues that impact negatively on service provision and the service user experience.

Safeguarding

22. A safeguarding alert is raised and investigated where there is an allegation that a service user has been subject to abuse. The abuse can be physical abuse, psychological abuse, financial abuse, neglect, among others. The allegation of abuse may be related to a care worker or a third party.

Complaints and compliments

23. Both providers have mechanisms in place to record compliments received from service users and/or their family/friends/informal carers. Equally, both providers have mechanisms in place (formal complaints policies) to deal with service user concerns and complaints about service received. Both providers notify the council of the number of compliments and complaints they have received on a monthly basis.

Regulatory compliance

24. In line with all care providers, London Care South London and MiHomecare Brockley (the branches from which home care services for Southwark residents are coordinated and delivered) are regulated by the CQC who inspect them and publish findings of inspections on their website.

Service user and carer views

25. Most importantly, in order to provide a rounded view of quality and performance, the council actively seeks to understand the views of people who use the services, using a variety of mechanisms. Additionally, both MiHomecare and

London Care are required to seek out service user views on the home care services delivered by them and there are a number agreed mechanisms by which they do so and report their findings to the council.

26. A summary of performance of both providers against each of the measures follows.

Southwark Ethical Home Care Charter indicators

27. Key performance indicators for assessing implementation of the Ethical Home Care Charter in Southwark were agreed with both providers:
- Staff recruitment
 - Staff turnover
 - Staff qualifications (NVQs/QCFs)
 - Service user experience
 - Offer of and acceptance of guaranteed-hours contracts by staff.
28. For each indicator the council established a baseline to provide a benchmark against which improvements could be measured.
29. The table below shows the baseline measure for each indicator (taken from the quarter ending 30 June 2015) and how each agency is performing against these baseline measures for the last quarter of the period under review (quarter ending 30 June 2016).

Comparison of performance

London Care					
	Recruitment	Turn-over	Qualifications	Service user experience	Guaranteed hours contracts
Baseline: Q4: 2015-16 (Apr – Jun 2015)	33	5%	34%	97% very satisfied/ satisfied 3% dissatisfied/ very dissatisfied	17% (43 care workers)
Q1: Jul – Sep 2015	51	2%	16%	97% of sample very satisfied/ satisfied 1% dissatisfied/ very dissatisfied	100%
Q2: Oct – Dec 2015	24	3%	16%	93% of sample very satisfied/ satisfied 1% dissatisfied/ very dissatisfied	100%
Q3: Jan – Mar 2016	21	2%	20%	99% of sample very satisfied/ satisfied 1% dissatisfied/ very dissatisfied	100%
Q4: Apr – Jun 2016	30	8%	20%	91% of sample very satisfied/ satisfied 5% dissatisfied/ very dissatisfied	100%
Met standard?	Yes (Recruitment levels in line with staff turnover over 4 Qtrs)	Yes (Overall decrease in staff turnover over the course of 3 Qtrs with a spike in Q4).	No (Overall decrease in proportion of qualified staff over 4 Qtrs due to qualified staff leaving the agency)	Yes (>90% service users sampled consistently very satisfied/satisfied over 4 Qtrs)	Yes (All workers offered guaranteed hours contracts over 4 Qtrs)

MiHomecare					
	Recruitment	Turn-over	Qualifications	Service user experience	Guaranteed hours contracts
Baseline Q4:2015-16 (April – June 2015)	33	11%	27%	87.5% very satisfied/ satisfied 12.5% dissatisfied/ very dissatisfied	28% (86 care workers)
Q1: Jul – Sep 2015	23	3%	19%	98% of sample very satisfied/ satisfied 2% dissatisfied/ very dissatisfied	100%
Q2:Oct – Dec 2015	23	4%	19%	91% of sample very satisfied/ satisfied 9% dissatisfied/ very dissatisfied	100%
Q3:Jan – Mar 2016	21	12%	22%	97% of sample very satisfied/ satisfied 3% dissatisfied/ very dissatisfied	100%
Q4:Apr – Jun 2016	19	4%	36%	95% of sample very satisfied/ satisfied 5% dissatisfied/ very dissatisfied	100%
Met standard?	Yes (Recruitment levels in line with staff turnover over 4 Qtrs)	Yes (Staff turnover decreased over the course of 3 Qtrs with a spike in Q3)	Yes (Overall increase in proportion of qualified staff in Q4)	Yes (>90% of service users sampled consistently very satisfied/satisfied over 4 Qtrs)	Yes (All workers offered guaranteed hours contracts)

Service quality and safeguarding alerts

30. Raising service quality alerts is encouraged by both the council and providers as a mechanism to inform and support continuous improvement as this can pick up issues at an early stage. All alerts are logged and followed up by contract monitoring officers in conjunction with social workers and other relevant stakeholders and the information is used by both providers and the council to ensure that service is improved.
31. For the period July 2015 to June 2016 there have been a total of 82 upheld alerts received which is the same number as last year; with 33 relating to London Care and 49 relating to MiHomecare.
32. From July 2015 to June 2016 there have been a total of 9 safeguarding alerts with 1 relating to London Care and 8 relating to MiHomecare. This is lower compared to last year where 22 safeguarding alerts were received.
33. Of the 9 safeguarding allegations received, 6 have been found to be unsubstantiated, 1 was not determined/inconclusive, 1 has been substantiated and the remainder had the investigation ceased at the individual's request.
34. All safeguarding and quality alerts are fully investigated and the quality and performance team monitor any provider action points arising from these. The safeguarding allegations are reviewed monthly by the senior managers safeguarding and quality meeting and each individual case is followed up to ensure that the issues are dealt with and the person concerned is safeguarded.

Complaints and compliments

35. During the period covered by this report (July 2015 to June 2016) a total of 43 compliments were received by the two providers. Of these 10 compliments were received by London Care and 33 compliments by MiHomecare.
36. During the same period a total of 26 complaints were received by the providers and dealt with using each provider's complaints policy. Of these, 6 complaints were received by London Care, of which 4 were upheld, and 20 complaints were received by MiHomecare, of which 16 were upheld.
37. Occasionally, service users will address their complaint directly to the council. During the period covered by this report there were 7 complaints raised with the council's complaints team; 6 related to MiHomecare of which 3 were upheld and 1 partially upheld and 1 related to London Care which was not upheld.
38. The council expects providers to use complaints and compliments to help understand where things are going well and where changes need to be made. Some of the changes made by providers as a result of complaints and compliments received include:
 - Using team meetings to highlight compliments received to illustrate what service users' see as good care.
 - Incorporating actual compliments received (if appropriate and relevant) in customer service training to encourage and embed good practice.

- In response to a request by the contract monitoring officer for home care, collating compliments received in a file to be able to evidence compliments during the council's monitoring visits and for CQC inspections.
- Similarly, with complaints, providers have used the real-life scenarios depicted in them at team meetings to highlight errors and poor practice from the service user's perspective.
- Complaints scenarios (along with examples from quality alerts and safeguarding cases) are also used in induction and refresher training where appropriate to underline the importance of person-centred care and seeing things from a service user's point of view.
- Where possible they are also used in supervision with individual care workers involved in them to view complaints as positive learning tools to improve the service they provide as well as to identify training and development needs.

Regulatory compliance

39. The Care Quality Commission (CQC) undertakes regulatory inspections of registered services and home care is a registered service. The CQC's approach results in services being rated as:
- Outstanding
 - Good
 - Requires improvement
 - Inadequate.
40. The ratings relate to the service's assessment against the following questions:
- Are the services safe?
 - Are they effective?
 - Are they caring?
 - Are they responsive to people's needs?
 - Are they well-led?
41. MiHomecare Brockley was inspected by CQC in October 2015 and the report was published in January 2016 with an overall rating of 'requires improvement'. The three areas that required improvement were:
- risk assessments needed to be updated more regularly
 - care plans needed to be person-centred
 - the branch had to increase continuity of carers for clients.

42. The service was slow to start working on improving these areas although now they have implemented a number of improvements and are performing well against their action plan.
43. London Care (South London) was inspected by CQC in November 2015 and the report was published in February 2016 with an overall rating of 'requires improvement'. The three areas that required improvement were:
- managing of medicines and recording
 - training staff on managing medicines
 - risk assessments needed to be more comprehensive.
44. The service was quick to start working on improving these areas and implemented a number of improvements that resulted in quickly addressing the areas of concern from CQC. The service was re-inspected in October 2016 and the feedback they received was positive. The report has not yet been published.
45. Improvements for both services have been evidenced by us with: weekly calls to the branch and weekly updates by the branch manager, monthly visits to the service to evidence improvements against their action plan, and holding regular meetings with the managers to resolve any ongoing issues in order to ensure the smooth operation of the services. MiHomecare is due to be inspected again by CQC in November and with the improvements they have made they are confident they will get positive feedback.

Service user views

46. In addition to provider-led systems for service user feedback, Age UK carried out a Homecare quality check project which was funded by the Esmée Fairbairn Foundation. The purpose of the project was to capture good information on the impact the home care service has on people's lives and their experience of the service.
47. As part of this, Age UK conducted a series of interviews with people who receive home care services. These interviews were conducted by the co-ordinator of the project and/or one of the project's volunteers with individual service users in the privacy of their homes to enable them to speak candidly about the services they receive in a safe and confidential space.
48. The outcomes from the 59 interviews that were carried out during the period under review were generally positive and consistent with previous such interviews with service users:
- Service users reported they felt the care workers attending them treated them with respect, took account of their preferences, sought their consent and respected their dignity when providing care
 - They felt safe with the care workers who provide them with care, and that their care was person centred with continuity of care by the same carers and much needed social interaction

- Where equipment or assistive technology was used with service users, they reported how beneficial the equipment was to them to feel safe and well supported in their own home although in some cases the issue of their care worker not feeling confident in using this equipment was reported
 - Service users interviewed felt confident about making their views known to carers and were aware of and confident about complaining about any aspect of the service they were not satisfied with aspects of the service they were not satisfied with.
49. However the interviews also revealed that for some service users there were aspects of service provision that they felt less satisfied with:
- Replacement of carers: some service users reported that when a replacement care worker was used issues came up due to the new care worker not have been given sufficient information about the client and how to support them
 - Involvement: A few service users felt they could have been more involved in discussions about their care and enabled to influence the outcomes of such discussions and that information sharing was not sufficient
 - Branch-based staff activity: A few service users also felt that branch staff could better coordinate care to ensure continuity and timely provision, and be more responsive to requests/instructions about their care which they had communicated to them.
50. Providers have responded to this feedback by making the following changes/improvements to their service:
- Branch-based staff have been prompted about the importance of calling service users and notifying them of changes to carer(s) attending them. When visits are running late, co-ordinators must call service users affected by the delay and inform them, including offering them the alternative of another carer attending them.
 - Weekly rotas are sent to all service users as standard by one of the two providers, informing them of carers scheduled to cover their visits the following week. The other provider sends such weekly rotas to service users wishing to receive one. This provider has been encouraged to change practice and also provide weekly rotas to all service users as standard. Whilst the provision of rotas cannot guarantee that carers will attend all visits as scheduled in them (sickness or other unpredictable absences on carers' parts cannot be eliminated) it provides reassurance to service users and their informal carers and family.
 - Staff carrying out risk assessments and developing care plans for service users have been reminded of the need for an increased emphasis on involving service users in these discussions and their outcomes. Where service users cannot communicate for any reason, staff have been instructed to meet with service users' families and informal carers to better understand their history and personal preferences. If appropriate, staff are to consult professionals to understand service users' needs.

- Branch-based staff have been reminded of the need to be aware of their telephone manner with service users and adopt a professional and understanding approach with them at all times. Service users are being asked about branch-based staff's manner as part of the quality assurance checks regularly carried out with them.

51. The council continually reviews the approach to assess the effectiveness of this and to ensure that service users are able to contribute their experience to help improve the quality of service received. The council is also currently working with service users and community organisations such as Healthwatch and Age UK to ensure that new home care contracts that will shortly be procured will be truly person centred.

Provider quality assurance and user experience

52. The council requires providers to have extensive quality assurance systems which capture information in a variety of ways. Their systems need to enable them to continuously monitor and improve the quality and safety of their services and ensure that they maintain high standards. We're working with the providers to increase response rate.

53. In addition to the telephone reviews both MiHomecare Brockley and London Care South London conduct annual surveys for their service users, and the results are summarised below.

MiHomecare annual survey 2015

54. MiHomecare undertook a full survey of all their service users in December 2015 to understand their experience of service provision, with questions focused on quality, responsiveness, care and compassion of care and support provided by MiHomecare.

55. Care workers were encouraged to support service users in completing the survey and a prepaid envelope was provided for its return.

56. The survey was split in three sections, which were Your Carer (consisting of 8 statements) Your local branch office (consisting of 6 statements) and The Quality of Your Care, (consisting of 9 statements). For each statement, respondents were given the following choices:

- Strongly agree
- Agree
- Neither agree nor disagree (neutral)
- Disagree
- Strongly disagree

57. Outcomes from the survey are set out below and are specific to the Brockley branch:

- Overall 74% of respondents strongly agreed or agreed with the questions

- 78% of respondents strongly agreed or agreed with the statement “My care workers are friendly and positive”
 - 96% of respondents strongly agreed or agreed with the statement “I am treated with dignity and respect by my care workers”
 - 78% of respondents strongly agreed or agreed with the statement “I have a regular team of care workers to provide continuity in my care”
 - 61% of respondents strongly agreed or agreed with the statement “If I contact the office, staff are polite and listen to me”
 - 53% of respondents strongly agreed or agreed with the statement “Any changes in my care are communicated in a timely way”
 - 48% of respondents strongly agreed or agreed with the statement “If I do make a complaint it is resolved to my satisfaction”
 - 83% of respondents strongly agreed or agreed with the statement “The care I receive has a positive impact on my well being”
 - 70% of respondents strongly agreed or agreed with the statement “I have choice and control over my care”
 - 70% of respondents strongly agreed or agreed with the statement “I am able to speak freely about my care”
 - 91% of respondents strongly agreed or agreed with the statement “I feel supported to remain safe in my home”
 - 52% of respondents strongly agreed or agreed with the statement “I am informed about any local changes that might impact on my care”.
58. The response rate for the survey was low, at 18%. We are working with the provider to increase the response rate.
59. MiHomecare have taken steps to address concerns raised in the survey in the following areas and have decided from 2016 the survey to be branch specific.
- In response to the survey and the CQC comprehensive inspection in October 2015 there has been a training programme on effective care planning
 - A revised risk assessment process has been implemented
 - An updated national procedure for complaints has been introduced and training provided by the MiHomecare quality team introduced for the office team at Brockley
 - A dedicated ‘complaints’ lead is identified at Brockley and an action plan developed to bring all complaints investigations up to date and maintain compliance with MiHomecare response times

- A national tracking and review process for all safeguarding vulnerable adults is in place
- Additional senior management oversight in place with a new regional manager to support timely improvements in office administration and responsiveness to the public
- A MiHomecare internal audit of core business processes with resultant actions to address timeliness of reviews of care plans
- National electronic call monitoring, failure to gain entry and out of hours procedures have been introduced to improve timekeeping.

London Care annual survey 2016

60. London Care's survey of Southwark service users achieved a return rate of 25%.
61. Whilst the London Care survey had 3 less questions than the MiHomecare survey, the domains covered by both surveys were very similar, as the responses below illustrate:
- 89% of respondents felt involved (totally or somewhat) in planning their care
 - 85% felt they had control (a lot or some) over how their services are provided
 - 89% felt that carers (always or usually) respected their confidentiality, their privacy and upheld their dignity
 - 88% felt that carers (always or usually) worked at a pace that was comfortable for them and treated their possessions with due care
 - 83% felt that carers (all or most) are competent to provide their service
 - 70% felt that the number of different carers that visit them are the right number
 - 47% reported being informed in advance (always or usually) of which care worker(s) were scheduled to attend them, and only 39% reported (always or usually) being informed if the care worker(s) attending them were running late
 - When it came to dealings with office staff, 66% reported feeling (very or quite) happy, 24% were neutral, and 10% were unhappy with their dealings with office staff
 - 76% were aware of how to complain if they were not happy with the service and 77%, reported feeling comfortable with complaining about the service, with 11% reporting they would not feel comfortable complaining, and 12% didn't know whether they would feel comfortable complaining

- Overall, 84% reported being “very satisfied” or “satisfied” with the service, with 6% reporting they were “dissatisfied”, and the balance of 10% remaining neutral (“neither satisfied nor dissatisfied”).

62. London Care have identified continued work in the following areas:

- Ensure service users are in control of the service provided and are encouraged to be as independent as possible
- Ensure service users are involved in care planning, including involvement of informal carers and family and that care planning is done with an increased focus on supporting client choice and independence
- Train office staff to improve customer service, listen to their service users and take action on any concerns expressed (outside of the complaints process) that could improve their service
- More consideration to be given to permanently allocating care workers to ensure continuity of care
- Monitor carers’ standards through regular quality assurance calls with service users and spot-checks on care staff
- Service users to be reminded how to complain and to whom and to be encouraged to do so when unhappy with the service.

Community impact statement

63. These services are provided to people affected by all six strands of the council’s equality agenda as the diverse nature of Southwark’s population is reflected in those people needing care and receiving home care services.
64. Under CQC registration, all Home Care providers are required to proactively demonstrate their commitment to equal opportunities and have been assessed to ensure that they have a satisfactory record in relation to diversity.
65. The universal services are able to meet a wide range of needs sensitivity.

Financial implications

66. There are no financial implications for this report.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

67. There are no specific legal implications regarding this report, which analyses the performance of the home care contracts with London Care and MiHomecare. Cabinet are advised that the contracts for these services were awarded to those providers in 2011, and have been subsequently extended in line with contract standing orders. Officers from the corporate team (law and democracy) are assisting with the re-commissioning of these services which is noted in paragraphs 5 and 6.

Strategic Director of Finance and Governance

68. The strategic director of finance and governance notes that this report has no financial implications.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Care Quality Commission – Compliance standards		Dimitra Nikoloudaki 020 7525 2891
Link: http://www.cqc.org.uk/		
Age UK – Home Care Quality Check Project May 2016		Dimitra Nikoloudaki 020 7525 2891
Link: http://www.ageuk.org.uk/		
Home Care Contract Monitoring Report		Dimitra Nikoloudaki 020 7525 2891
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=3062		
Home Care Annual Performance Report		Dimitra Nikoloudaki 020 7525 2891
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=3404		
Home Care Annual Contract Performance Report (Item 10)		Dimitra Nikoloudaki 020 7525 2891
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4550&Ver=4		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Cabinet Member for Adult Care and Financial Inclusion	
Lead Officers	David Quirke-Thornton, Strategic Director of Children's and Adults' Services	
Report Author	Dimitra Nikoloudaki, Quality and Performance Manager	
Version	Final	
Dated	30 November 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Director of Adult Social Care	Yes	No
Cabinet Member for Adult Care and Financial Inclusion	Yes	Yes
Date final report sent to Constitutional Team		30 November 2016

Item No. 14.	Classification Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Housing Revenue Account – Indicative Rent Setting and Budget Report 2017-18	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, DEPUTY LEADER AND CABINET MEMBER FOR HOUSING

This year’s indicative rent setting and budget report for the Housing Revenue Account sets out recommendations and key considerations before formally being agreed by cabinet in January 2017.

We are beginning to feel the impact of the National Rent Reduction of 1% a year which forms part of the Welfare Reform and Work Act 2016 and it is estimated that by 2020 this could be the equivalent loss of £62.5m to the Housing Revenue Account.

We face a further challenge to the Housing Revenue Account funding due to the end of our agreement with Thames Water that ends on 31 March 2016 when all council tenants will need to enter into a direct billing arrangement with the water company.

The Housing and Planning Act could also have an impact on the HRA however we have made a commitment not to implement pay-to-stay on a voluntary basis and welcome the delay in the implementation of the forced void levy and the voluntary right-to-buy for housing association tenants.

We remain committed to ensure that savings are generated through efficiencies and whilst there are some increases to tenant service charges and garage charges we will not be proposing an increase to our sheltered housing services charges or to district heating and hot water charges.

We plan to consult on the recommendations of this report before the final report is presented to Cabinet in January, and I am asking cabinet to accept the recommendations for the indicative setting prior to this.

RECOMMENDATIONS

1. That cabinet notes on a provisional basis a rent decrease of 1.0% for all HRA dwellings (including estate voids and hostels) with effect from 3 April 2017. This is in accordance with the provisions of the Welfare Reform and Work Act 2016. The average dwelling rent in 2017-18 under such a reduction would be £99.48 per week.
2. With regard to other HRA-wide charges, cabinet notes on a provisional basis an increase in tenant service charges, comprising estate cleaning, grounds

maintenance, communal lighting and door entry maintenance as set out in paragraphs 42 – 43 with effect from 3 April 2017.

3. That cabinet notes on a provisional basis no increase to sheltered housing service charges as set out in paragraph 44 with effect from 3 April 2017.
4. That cabinet notes on a provisional basis an increase in charges for garages, as set out in paragraph 45.
5. That cabinet notes on a provisional basis no increase to district heating and hot water charges as set out in paragraphs 46 – 48 with effect from 3 April 2017.
6. That cabinet notes the decision of the government not to make the provisions within the Housing and Planning Act 2016 with regard to higher income social tenants (“pay-to-stay”) mandatory, and resolves not to introduce said provisions on a voluntary basis.
7. That cabinet notes that the council will no longer be responsible for the billing and collection of water and sewerage charges levied by Thames Water with effect from 1 April 2017 as set out in paragraphs 26 – 27.
8. That cabinet reaffirms its commitment to ensure that savings proposals are primarily based on efficiencies, and where staffing reductions form part of any savings proposal, that due consultation and process is followed with trade unions.
9. That cabinet instructs officers to provide a final report on Rent Setting and the HRA Budget for 2017-18 after due consultation processes with residents have been followed for consideration at their meeting on 24 January 2017.

BACKGROUND INFORMATION

Statutory framework

10. The Housing Revenue Account (HRA) reflects the statutory requirement under Section 74 of the Local Government and Housing Act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the council’s housing stock, offset by tenant rents and service charges, homeowner service charges and other income. The council has a statutory responsibility to set a balanced HRA budget (i.e. all budgeted expenditure must be matched by income).
11. The Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016 made specific and significant provision for changes to the law affecting social housing providers with effect from both April 2016, with further changes timetabled for April 2017. These changes included the statutory reduction of rents by 1% each year for four years, the introduction of “pay-to-stay” and the higher-value levy on void sales, and revisions regarding the granting of new social housing tenancies.

KEY ISSUES FOR CONSIDERATION

National rent reduction

12. For the first time in many years the government legislated regarding social rents, by the inclusion of sections within the Welfare Reform and Work Act 2016 compelling councils and housing associations to reduce rents by 1% each year from April 2016 to April 2019 inclusive (i.e. 2016-17 to 2019-20).
13. Southwark policy for a number of years was to keep rent rises low (in accordance with government guidance/expectations), and Southwark's rents remain c.10% lower than the government's assumed target and rank 7th lowest of the 29 London Boroughs with retained housing stock.
14. Under previous government policy, the rent rise at CPI + 1% for the next ten years had been guaranteed, enabling councils to plan their resources accordingly. For Southwark, the working assumption had been that given historically low inflation levels at present, the resultant rent increases should be assumed to be accordingly low, at 1% per annum, in tune with the previous commitment.
15. Whilst the initial impact of the compulsory rent reduction was contained within the existing parameters of the HRA last year, the effect of four years of enforced reductions requires re-profiling and re-prioritisation of budget plans in order to preserve the statutory requirement to set a balanced budget, with the impact falling broadly as follows:
 - An increased level of HRA-related savings beyond those already programmed under the originally anticipated rent level
 - A reduction in revenue support to the investment programme and
 - A re-evaluation (and extension) in the profile of debt repayment.
16. These changes have been reflected in the business plan which is subject to continuous review to ensure that the key budget drivers are accurate, up to date and aligned with the council's fairer future policy priorities.

Pay-to-stay

17. After several rounds of consultation stretching back a number of years, central government enacted proposals around a compulsory version of the so-called "pay-to-stay" policy, whereby higher-earning tenants are automatically charged a higher rent (whether at market or "affordable" levels) within the Housing and Planning Act 2016. This policy was due to commence in April 2017.
18. On 21 November 2016 the Minister for Housing and London confirmed in a written statement that the policy would no longer be made mandatory from April 2017. Local authorities and housing associations continue to be able to introduce the policy on a voluntary basis. Southwark will not be implementing pay-to-stay and has no plans to do so in the future.

Lifetime tenancies

19. The Housing and Planning Act 2016 set out changes to arrangements regarding secure tenancies from April 2016 onward. With some caveats, the statutory default position is for new tenancies to be limited to a five year, renewable period. Government intentions are to enable local housing authorities to more efficiently apply their stock, potentially including consideration of the ability of individual tenants to pay more market-related rents. However, it should be stressed that this latter interpretation is not council policy. The administrative costs of this additional responsibility are still being evaluated, but will be contained within current budgets within the Resident Services division.

Higher-value void property sales

20. The Housing and Planning Act 2016 contains sections setting out the government's intention to require local authorities to remit sums to them equivalent to the value of sales of higher-value void properties. The Department of Communities and Local Government (DCLG) intend to estimate this figure in advance and therefore local authorities could, if they were able, finance this by other means than void property sales. To all practical terms however, the sums involved are likely to be so great that only void sales could meaningfully realise them. It is the government's intention to part-fund the extension of right-to-buy to housing association tenants by this route.
21. Whilst an indicative matrix of trigger points by bed-size and region beyond which the definition of "higher value" was published during the 2015 general election campaign, councils were anticipating the publication of regulations setting out the formal operation of the process during autumn/winter 2016. However, in late November 2016 CLG indicated that since the voluntary right-to-buy extension has been supplanted as a policy priority by the need to prepare for the United Kingdom's exit from the European Union, the policy has been formally postponed to some future date.
22. As with other aspects of recent legislation set out above, the consequence of the forced sale of higher-value voids will be further deviation from the stock and rental income assumptions underpinning the self-financing settlement in 2012.
23. The HRA budget report to cabinet in January 2017 will provide a further updated position, if one becomes available.

Thames Water charges

24. Cabinet will be aware that the council lost the test case involving the application of the Water Resale Orders 2001 and 2006, with judgement from the High Court (Chancery Division) being handed down in March 2016. Following the decision not to appeal against this judgement, systems were put in place to identify and refund current and former tenants for calculated overpayments of water charges under the provisions of the Water Resale Orders covering the period 1 April 2001 to 28 July 2013, with interest applicable to the end of the month where the refund was calculated/made.
25. Credits to rent accounts totalling £19.1m have been processed to date, and once offsets for arrears are taken into account, net refunds of £15.3m have been made to tenants. The council made provision in the 2015-16 HRA accounts to

cover the maximum potential amount attributable to current tenants, and has made a further provision going forward in respect of former tenants. Whilst this approach means that there is no specific budget adjustment in the indicative 2017-18 budget as a result, it should be noted that there is a significant opportunity cost in terms of resources foregone to support other policy priorities previously identified.

26. As reported to cabinet on 1 November 2016, Thames Water have given formal notice of their intention to terminate the agreement with the council. The notice period is six months and means that from 1 April 2017 all council tenants will enter into a direct billing relationship with the water company, and the council will no longer receive any commission from Thames Water as a recognition of the costs of billing or collection, or relating to the transfer of risk of non-payment inherent in such an arrangement. Save for the loss of the annual commission identified as a financial commitment for the HRA elsewhere in this report, the budget position is neutral.
27. Since notice was served, the council has been working actively with Thames Water to ensure as seamless a transition for council tenants as possible, with particular reference to tenants with vulnerabilities. It is likely that the transfer will open up possibilities for individual tenants to explore more advantageous tariffs with Thames Water than was previously possible.

Savings and service development

28. For reference, the table below sets out the principal budget pressures/commitments in the HRA over the last five years, which have been financed through relatively modest rent and charge increases (£11m), and £34.1m of efficiency savings and budget rationalisation measures, which have been successfully delivered whilst maintaining and improving the quality of services to residents.

	Inflation	Financing and rents	Commitment/redistribution	Efficiency and other savings	Net Change
	£'000	£'000	£'000	£'000	£'000
2012-13	1,400	856	4,100	(6,356)	–
2013-14	1,978	(6,609)	10,663	(6,032)	–
2014-15	1,704	135	4,054	(5,893)	–
2015-16	2,384	(5,029)	8,107	(5,462)	–
2016-17	2,446	(349)	8,230	(10,327)	–
Total	9,912	(10,996)	35,154	(34,070)	–

29. Whilst the funding regimes for the HRA and the council's General Fund are different, the budget principles are aligned. The process of budget review and rationalisation is a continuous one, particularly given the imposition of a national rent reduction, rising service demands, an increasing cost base and the commitment to the council's fairer future promises (July 2014). In 2015 the council plan expanded on this, adding six key themes. Appendix A sets out in full the theme most directly linked to the HRA, 'Quality Affordable Homes'. Sound financial management of the HRA is a key aspect in ensuring the council continues to improve housing standards, build more homes of every kind, make all council homes warm, dry and safe and start the roll-out of the quality kitchen and bathroom guarantee.

30. Moving into 2017-18, savings of £7.6m have been predicated as part of setting a balanced budget (as statutorily required). The HRA continually strives to become more efficient, particularly with regard to back-office, departmental and corporate overhead functions in order to protect front-line services; this is a recurring theme throughout the savings proposals put forward for next year.
31. This includes a prudent reduction in the level of arrears provisions held, consequent to the water refund exercise and the subsequent decision by Thames Water to terminate the agreement with the council. It has been possible to off-set outstanding arrears from sums due to tenants, leading to a reduction in the existing arrears position and the level of risk borne by the council from April 2017 onward, as tenants switch to a direct billing/payment relationship with Thames Water.
32. In previous years, setting a balanced budget for the HRA has entailed consideration/identification of additional support for the Housing Investment Programme (HIP). Whilst the need for resources overall remains high, the Warm Dry Safe programme (WDS) (formerly Decent Homes) is now substantially complete and, this specific budget provision can be released to meet the gap.
33. Savings in utility costs (particularly gas) across the council continue to be realised, a substantial proportion of which benefits the district heating account, which enables the budget to be realigned to more accurately reflect the anticipated cost during the coming year. This remains ring-fenced within the overall HRA to avoid cross-subsidy with non-district heating properties.
34. Alongside this, more robust contract management and control of high value/high volume budgets within the asset management division continue to deliver better value for money contributing to the saving target. There are also savings derived through volume/activity changes due to lower void turnover, stock loss (predominantly right to buy), and to a greater extent the sizeable capital investment in the housing stock over the last few years. Moving towards a planned/preventative asset management approach, designed to reduce the need for reactive repairs remains the priority. This is also consistent with a redefined repairs offer to reduce unnecessary works and deliver savings to protect other high priority service areas.
35. However, in the current financial environment, resources are unlikely to ever fully match the needs of the housing stock, particularly the scale of capital investment required, which inevitably requires the prioritisation, rationalisation and re-profiling of works programmes in order to achieve best value and ensure the HRA remains sustainable over the long-term. Appendices B – E set out the indicative revenue budget movements as they relate to 2017-18, comprising savings, proposed charge increases and other income generation measures and unavoidable commitments.

Commitments/unavoidable demands

36. General inflation: As with assumptions for the General Fund, employee-related inflation has been assumed at 1% for the national pay award with effect from 1 April 2017 and a further 2% for other incremental and contractual uplifts. In addition, there is a new 0.5% levy on basic pay to fund the apprenticeship levy required from all employers operating in the UK with a pay bill over £3m each year. There is a general inflation rate of zero applicable across all operational

budgets, with the exception of works/service contracts that are tied to CPI/RPI or industry-specific rates. The total is estimated at £1.9m.

37. Appendix E lists other budget commitments for 2017-18, which are estimated at £3.3m comprising:

- Loss of commission paid by Thames Water to the council in recognition of the transfer of risk relating to billing and collection of water rates on their behalf
- Development and implementation of a new IT strategy is paramount in helping deliver efficiency savings throughout council services. A critical element in achieving this is the restructuring of the in-house IT client to build the necessary capacity and resilience to support the council's modernisation agenda going forward
- Buildings insurance renewal premium (fully recoverable from homeowners under the terms of their lease), and volume-driven increases in possession claims on-line (PCOL), held within the income management function within exchequer services.

HRA financing

38. The self-financing settlement assumed that residual debt would be extinguished over the thirty-year life of the HRA business plan. Whilst there is no statutory requirement for a minimum prepayment set-aside (unlike the General Fund), £58.3m has been repaid since 2012 and the HRA continues to make prudent provision for debt repayment, providing greater budget flexibility and increasing the council's HRA borrowing headroom, which is a critical element in financing the investment programme.

39. Given the scale of the housing investment programme (c. £221m 2016-17), there is an expectation that additional borrowing will be required over the medium-term to meet the funding gap, by utilising the council's existing loans pool. The resultant financing costs can be managed within the existing budget in the short-term (2016-17 and 2017-18) by extending the debt repayment profile. As loans mature, the reserve turns negative in 2020-21 and will require a recurring budget commitment going forward from 2018-19 onwards. This remains subject to review in light of other available resources and the extent of the financing requirement at year end.

HRA reserves

40. In common with other local authorities and the council's General Fund, the HRA holds reserves, together with general balances for cash-flow purposes. In accordance with the medium term resource strategy (MTRS), the council has adopted a structured approach to the maintenance and replenishment of balances over the last few years. It is appropriate to keep reserves under periodic review and maintained at a level to mitigate future risks, fulfil future commitments already made and enable the transformation and modernisation of services going forward.

41. Reserves and working balances at 31 March 2016 stood at £16.6m, which is a significant reduction on the previous year, and is partly a consequence of the

water refunds policy currently being followed by the council. It should be noted that c. 73% are earmarked for pre-determined purposes, with £4.5m held in contingency, which is considered to be below the optimal level. It remains a priority objective for the HRA to address these circumstances and establish a more prudent reserve position. Any surplus (or deficit) generated during the year will continue to be applied to, or met from reserves in the normal way.

Tenant service charges

42. Tenant service charges were de-pooled from rent as part of the government's rent restructuring regime in 2003-04. This was to enable greater consistency and transparency between local authority and RSL sectors. After a freeze of several years, charges were last re-based in 2015-16 but were increased in line with the dwelling rent increase for that year (September CPI + 1%), rather than implementing the full extent of the cost increase over that period. The uplift this time rebases to current cost, hence the greater than normal increase. In the case of estate cleaning, the main driver is contractual inflation, and is mainly staffing-related. This is true (to a lesser degree) for grounds maintenance, where lower inflation on internal running costs has mitigated the increase somewhat. Conversely, the communal lighting increase is not primarily cost-driven, but is a reflection in the reduction of tenancies liable for the charge, due to cumulative regeneration decants and the reinvigoration of the right to buy policy by central government. The contract cost for door entry maintenance is unchanged.
43. In consequence it is proposed to amend the individual tenant service charges for 2017-18 as set out in the table below. The council reserves the right to continue to review these charges annually.

	2016-17 £ per week	2017-18 £ per week	Percentage change
Estate Cleaning	4.70	5.21	10.8%
Grounds Maintenance	1.11	1.16	4.5%
Communal Lighting	1.20	1.33	10.8%
Door Entry System Maintenance	0.70	0.70	0.0%
Total	7.71	8.40	8.9%

44. The council does not propose to alter the level of the sheltered housing service charge; whilst provision has increased, this has been mirrored by an increase in users to match during 2016-17. On that basis, cabinet is recommended to leave the base charge unchanged for 2017-18.

Garage charges

45. Garage charges were last subject to change in 2012/13, and small-scale service charges were introduced during the current year. Tenant councils and homeowner councils have been consulted on a 10% increase for 2017-18, as set out in the table below. Following recent benchmarking, the proposed charge levels remain reasonably competitive in comparison to other providers and offers value for money, particularly with regards to the provision of storage. The proposed increase will generate additional income of £448,000 in a full year and assist in mitigating the need to find greater savings in other more critical budget areas impacting residents, such as repairs. The £5.00 concessionary charge

reduction for elderly and Blue Badge holders is preserved under these proposals.

	2016-17 £ per week	2017-18 £ per week	Percentage change
Standard charge	18.62	20.50	10.1%
Concessionary charge	13.62	15.50	13.8%
Pram sheds/small sites	10.00	11.00	10.0%
Non-resident charge	27.50	30.25	10.0%

District heating charges

46. Council-wide utility contracts have delivered substantial savings equating to an average of around 28% across gas and electricity portfolios compared to retail market prices. Energy costs are pooled across the dwelling stock and standardised charges are set on a borough-wide basis for tenants, depending on the number of bedrooms and type of heating installation. Homeowners are charged actual costs, comprising energy and repairs and maintenance as determined by their lease.
47. The council reviews charges annually to ensure that within the context of these flexibly-priced gas supply contracts, charges are set at a level to smooth price volatility as far as possible over the contract period. On-going investment in the infrastructure to increase energy efficiency/reduce consumption contributes to the financial sustainability of the heating account which has enabled charges to be maintained at the same level over a number of years.
48. The ring-fenced heating account is able to absorb reasonable price fluctuations and consumption spikes due to bad weather; through the potential use of the accrued balances as has been demonstrated in the last two financial years, which means that charges can be held at existing levels once again for 2017-18.

Homeowner and other income streams

49. Tenant rents and service charges constitute c. 75% of HRA income; the remainder comprises homeowner revenue and capital service charges, commercial property rents, interest, commission and capitalised/rechargeable costs.
50. Homeowner contributions represent the actual costs incurred within the HRA that are fully recoverable under the terms of the lease. The budget for revenue service charges has been reviewed in light of current activity and expected right-to-buy sales and remains neutral except for the addition of the buildings insurance increase referred to previously. This represents the only change to the budget for 2017-18.
51. Capital works charges are determined by the scale and delivery of investment in the stock overall and the extent to which it pertains to leasehold property. The base budget contains a relatively prudent expectation of income in order to avoid frequent budgetary fluctuations due to the variable nature of the works programme. Following a review and given the successful Warm Dry Safe programme is winding down, it is not proposed to alter the income expectations in this area for 2017-18.

52. Other contributory income elements include a net increase in the rental stream from the commercial property portfolio and demand driven RTB loan, mortgage and fee income.

Consultation and notification

53. Whilst there is no statutory requirement to consult, the council is committed to engaging with residents, particularly under the terms of the Tenancy Agreement. This process commences with an interim scene-setting report to cabinet on 13 December 2016 setting out the indicative budget and implications for rents and other charges in order that consultation with residents can commence before Christmas. This report will be presented to Tenant Council, area housing forums, TMO Liaison Committee and Homeowner Council (HOC) during December 2016 and January 2017. HOC are unable to make recommendations in the matter of tenant rents and service charges, but may do so in respect of proposals regarding non-residential rents and other charges and in terms of the budget proposals pertinent to the calculation of their service charges.
54. Cabinet will consider the final rent setting and HRA budget report at their meeting on 24 January 2017. As normal, the results of the consultation processes will be reported to cabinet at that meeting for their consideration.
55. As previously noted, the revised HRA budget for 2016-17 and indicative budget for 2017-18 is summarised in Appendix F, and set out by division in Appendix G.

Statutory and contractual notifications

56. Subsequent to the approval of the final report on 24 January 2017, either as set out or as amended by cabinet, and the passing of the necessary date for its implementation, the council will issue a statutory and contractual notification of variation in rents and other charges to all tenants, not less than 28 days prior to the operative date (3 April 2017) for the commencement of the new rents and charges referred to above.

Community impact statement

57. Transparency and fairness form part of the seven budget principles and are an underlying principle in the council plan. As with previous budgets, each division undertakes equality analysis on its budget options.
58. This will help the council to understand the potential effects that the HRA budget proposals may have on different groups. The analysis will also consider if there may be any unintended consequences and about how these issues can be mitigated. Analysis will also be undertaken to consider any cross-cutting and organisation-wide impacts.
59. The equality analysis undertaken will build on work done within previous HRA budget-setting. The council is committed to conducting a rigorous equalities assessment for budget proposals and the equality analysis is underway at this early stage to ensure that it informs decision-making at each stage of the process.
60. Screening templates/reports are being completed for each budget proposal or group of proposals within the proposed HRA budget. The screening templates

use a risk matrix that assesses whether the potential impact of the proposal is high, medium or low. A high level requires that a full equality analysis is undertaken.

61. The screening templates/reports are being collated centrally and an over-arching analysis undertaken to ensure that there are no cumulative impacts on one or more of the protected characteristics in the Equalities Act.
62. All equality screening reports and or full equality analyses will be shared with cabinet members to allow decision-makers to consider equality issues when making their budget proposals and making their decisions. All cabinet members have also been briefed on equality issues and decision-making and the responsibilities that the council has under equalities and human rights legislation.
63. To date no cumulative impacts have been identified through the divisional analysis. However, this process will be completed in time to be reported on in the Final HRA Budget report in January 2017. Any potential impacts on staff will also have equality analysis undertaken at each stage of implementation to assess their potential impact on different categories of staff in accordance with the council's policies on reorganisation.
64. This approach to equalities screening and analysis has been shared with Southwark's Equalities and Human Rights Panel (FEHRS) who have agreed it is a robust approach and the cross council analysis will be shared with the Panel when complete so that they can challenge the analysis.
65. The council works in accordance with the single public sector equality duty contained within section 149 of the Equality Act 2010. This means the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and advance equality of opportunity and foster good relations between different groups.
66. This report is primarily to set rents and associated charges and the scoping exercise noted above established there is no differential effect for any community or protected group. It should be noted that 2017-18 to 2019-/20 will cover nationally-set rent reductions; it is recognised that in other circumstances a rent increase may present particular difficulties for people on low incomes, although rents and tenant service charges remain eligible for housing benefit.
67. There is a statutory requirement to set a balanced HRA budget. Extensive consultation previously undertaken incorporated savings proposals totalling £34.1m over the period 2012-13 to 2016-17, which have all been delivered. For 2017-18 the extent and composition of savings proposed (£7.6m) are detailed as part of Appendix D.
68. There are wider issues impacting both nationally and locally in terms of the government's on-going welfare reforms and associated housing benefit changes. These have also been considered and measures to mitigate the effects on the community have been implemented together with the provision of additional resources to support tenancy sustainment, including assistance through the provision of Discretionary Housing Payments (DHP) from the HRA, for which Southwark has sought and received governmental approval. The provision of further DHP support nationally is subject to annual confirmation from central government.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

69. Statutory requirements as to the keeping of a Housing Revenue Account (HRA) are contained in the Local Government and Housing Act 1989 ('the 1989 Act'). The 1989 Act provisions include a duty, under Section 76 of the 1989 Act, to budget to prevent a debit balance on the HRA and to implement and review the budget.
70. Under Section 24 of the Housing Act 1985, local housing authorities have the power to "make such reasonable charges as they may determine for the tenancy or occupation of their houses". Section 24 also requires local authorities, from time to time, to review rents and make such changes as circumstances may require. This provision conferring discretion as to rents and charges made to occupiers, effectively limited by the above HRA provision, is subject to further restrictions arising from the provisions of the Welfare Reform and Work Act 2016 ('the Act') which received royal assent on 16 March 2016.
71. Section 23 of the 2016 Act introduces for a period of four years, a 1% annual reduction to the rent payable by social tenants. Schedule 2 of the Act introduces, for a period of four years commencing 2016, requirements about the maximum levels of rent for social tenancies beginning after the beginning of 8 July 2015; these requirements apply to tenancies of new homes and re-lets to a new tenant, but not the grant of a new tenancy to an existing tenant. The Welfare Reform and Work Act 2016 (Commencement No. 1) Regulations 2016 set out exceptions to and circumstances in which exemptions may be given from the rent regime otherwise applicable and make alternative provision for certain exempt categories. For social rent properties, the reduction applies to the rent element and not to service charges.
72. Rent and other charges are excluded from the statutory definition of matters of housing management in respect of which local authorities are required to consult their tenants pursuant to Section 105 of the Housing Act 1985 and Sections 137 and 143A of the Housing Act 1996 in relation to secure, introductory and demoted tenants respectively. As a term of the tenancy agreement with its tenants however, Southwark Council has undertaken to consult with the Tenant Council before seeking to change rent and other charges. The report indicates consultation will take place in order to comply with this term.
73. It is further provided by Section 103 of the Housing Act 1985 in relation to secure tenancies, which also applies in respect of introductory tenancies by virtue of Section 111A of the Housing Act 1985, together with the council's agreement with its tenants, that they are notified of variation of rent and other charges at least 28 days before the variation takes effect by service of a notice of variation.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing Revenue Account – Final Rent Setting and Budget Report 2016-17	160 Tooley Street London SE1 2QH	Paula Thornton, Constitutional Team
Link: http://modern.gov.southwark.gov.uk/documents/s59180/Report%20HRA%20final%20rent%20setting%20and%20budget%20report.pdf		

APPENDICES

No.	Title
Appendix A	The 'Quality Affordable Homes' Priority Theme
Appendix B	HRA Indicative Budget Movements 2016-17 – 2017-18
Appendix C	HRA Revised Base 2016-17 and Indicative Budget 2017-18
Appendix D	HRA Summary Savings/Income Generation Schedule 2017-18
Appendix E	HRA Summary Commitments Schedule 2017-18
Appendix F	HRA Revised 2016-17 and Indicative Budget 2017-18
Appendix G	HRA Indicative Base Budget 2017-18 by Division

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	
Lead Officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report Author	Ian Young, Departmental Finance Manager, Housing and Modernisation	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS/DIRECTORATES/CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	No	No
Date final report sent to Constitutional Team		1 December 2016

APPENDIX A

THE 'QUALITY AFFORDABLE HOMES' PRIORITY THEME

The council plan, as agreed by council assembly in February 2015 confirmed ten Fairer Future promises outlined in July 2014, which is a set of key commitments to the residents and businesses of Southwark that outline the things the council will be working towards as an organisation to create a fairer future for all. The promises sit alongside six priority themes:

- Quality affordable homes
- Best start in life
- Strong local economy
- Healthy active lives
- Cleaner greener safer and
- Revitalised neighbourhoods.

The most relevant of these to the Housing Revenue Account is the first – '**Quality affordable homes**', and this is reproduced below in full from the council plan.

Good quality affordable homes are essential to maintaining strong communities and making this a borough which all residents are proud to call home. We are determined to lead the way in London. We'll build more homes of every kind across the borough and use every tool at our disposal to increase the supply of all different kinds of homes in the borough.

Homes in Southwark will be of such quality that when you come to see families and friends in Southwark, you will not know whether you are visiting homes in private, housing association or council ownership. We will make sure that vulnerable residents and families are helped to find the right housing and live as independently as possible. We aim for our residents to take pride in and feel responsible for their homes and the local area too.

We will:

- ***Build more homes of every kind***
- ***Build 11,000 new council homes by 2043, with at least 1,500 by 2018***
- ***Finish our programme to make every home Warm, Dry and Safe by 2016 and have started a programme to deliver a quality kitchen and bathroom for every council tenant***
- ***Introduce licensing in the private rented sector and further crack down on rogue landlords***
- ***Set up an independent leaseholder and freeholder management company***
- ***Introduce resident housing inspectors***
- ***Further reduce illegal subletting of our council homes***
- ***Have a lettings policy that means that 50 per cent of all new council homes go to people from that area, with the rest going to other Southwark residents***
- ***Keep council rents low***

APPENDIX B

HRA INDICATIVE BUDGET MOVEMENTS 2016-17 – 2017-18

	Paragraphs	£m
Contributions and commitments:		
General inflation	36	1.9
Service commitments (Appendix E)	37	3.3
Financing	38 – 39	–
Sub-total		5.2
Tenant rents and charges:		
Net dwelling rent (including stock/void movements)	12 – 16	3.1
Tenant service charges	42 – 44	(0.3)
District heating	46 – 48	–
Sub-total		2.8
Other rents and charges:		
Garage rents	45	–
Commercial properties	–	–
Homeowner and other income streams	49 – 52	(0.4)
Sub-total		(0.4)
DEFICIT/(SURPLUS) BEFORE SAVINGS		7.6
Efficiency and other savings; income generation:		
Savings identified (Appendix D)	28 – 35	(6.9)
Income generation (Appendix D)	28 – 35	(0.7)
Sub-total		(7.6)
OVERALL NET DEFICIT/(SURPLUS)		0.0

APPENDIX C

HRA REVISED BASE 2016-17 AND INDICATIVE BUDGET 2017-18

	Revised Base Budget 2016-17 £m	Indicative Budget 2017- 18 £m
Expenditure:		
Employees	34.2	33.7
Running Costs	32.2	31.7
Water Charges	13.5	0.5
Contingency/Contribution to Reserves	1.4	1.4
Grounds Maintenance/Estate Cleaning	16.0	16.2
Responsive Repairs/Heating Repairs	49.3	48.4
Investment Programme/Landlord Commitments	32.3	31.1
Corporate Support Costs/SLAs	20.0	20.0
Depreciation	53.0	53.0
Financing Costs	33.6	33.6
Tenant Management Organisation Allowances	3.2	2.9
Sub-total	288.7	272.5
Income:		
Rents – Dwellings	(192.7)	(190.5)
Rents – Non Dwellings	(5.0)	(5.4)
Heating/Hot Water Charges	(9.3)	(9.3)
Tenant Service Charges	(13.3)	(13.6)
Thames Water Charges	(13.0)	–
Commission Receivable	(2.8)	(0.5)
Homeowners – Major Works	(15.0)	(15.0)
Homeowners – Service Charges	(18.4)	(18.6)
Interest on Balances	(0.4)	(0.5)
Commercial Property Rents	(6.9)	(7.0)
Fees and Charges	(1.5)	(1.7)
Capitalisation	(7.8)	(7.8)
Recharges	(2.6)	(2.6)
Sub-total	(288.7)	(272.5)
TOTAL	0.0	0.0

APPENDIX D

HRA SUMMARY SAVINGS/INCOME GENERATION SCHEDULE 2017-18

Division	Efficiency & Other Savings £'000	Income Generation £'000	Total £'000
Customer Experience:			
Housing Solutions rationalisation	(70)	–	(70)
Introduction of 0300 prefix for repairs calls	(65)	–	(65)
Cease using Opti-time system for repairs logging	(150)	–	(150)
TOTAL CUSTOMER EXPERIENCE	(285)	–	(285)
Central Services/Exchequer Services:			
Budget realignment – bad debt provision (water arrears)	(815)	–	(815)
Budget realignment – utility costs (gas)	(1,000)	–	(1,000)
Decent Homes contribution to Investment Programme	(1,108)	–	(1,108)
Increase in garage charges	–	(448)	(448)
Increase in Barrow store licence fees	–	(20)	(20)
Increase in RTB/loan/mortgage portfolio fees	–	(185)	(185)
Re-profiling of garage refurbishment programme	(200)	–	(200)
TOTAL CENTRAL SERVICES/EXCHEQUER	(3,123)	(653)	(3,776)
Communities:			
Budget realignment – TRA Hall maintenance	(200)	–	(200)
TMO Allowances review to match HRA cost base	(324)	–	(324)
Resident Involvement review	(500)	–	(500)
TOTAL COMMUNITIES	(1,024)	–	(1,024)
Resident Services:			
Strategy and Improvement/Programme team merger	(325)	–	(325)
Re-profiling of fire safety works programme (hostels/TA)	(265)	–	(265)
Supported Housing rationalisation	(160)	–	(160)
TOTAL RESIDENT SERVICES	(750)	–	(750)
Asset Management:			
Project/Contract Management establishment costs	(250)	–	(250)
APEX system efficiencies	(150)	–	(150)
Client function efficiencies	(150)	–	(150)
Contract saving on repairs by stricter works definition	(450)	–	(450)
Budget realignment – volume reductions (voids)	(750)	–	(750)
TOTAL ASSET MANAGEMENT	(1,750)	–	(1,750)
TOTAL HOUSING REVENUE ACCOUNT	(6,932)	(653)	(7,585)

APPENDIX E

HRA SUMMARY COMMITMENTS SCHEDULE 2017-18

Division	Total £'000
Central Services/Exchequer Services:	
Thames Water contract termination – loss of commission	2,337
HRA proportion of restructured in-house IT service	475
Homeowner buildings insurance premium increase	200
Budget realignment – possession claims on-line (PCOL) legal fees budget	234
TOTAL CENTRAL SERVICES/EXCHEQUER SERVICES	3,246
TOTAL HOUSING REVENUE ACCOUNT	3,246

APPENDIX F

HRA REVISED 2016-17 AND INDICATIVE BUDGET 2017-18

HOUSING REVENUE ACCOUNT	2016-17	Inflation	Commitment	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	34,250	897	–	–	–	(1,418)	–	33,729
Running Costs	32,252	55	709	–	–	(1,387)	–	31,629
Water Charges	13,478	–	–	–	(12,986)	–	–	492
Contingency/Contribution to Reserves	1,437	–	–	–	–	–	–	1,437
Grounds Maintenance/Estate Cleaning	15,979	265	–	–	–	–	–	16,244
Responsive Repairs/Heating Repairs	49,259	777	–	–	–	(1,665)	–	48,371
Contribution to Investment Programme	32,252	–	–	–	–	(1,108)	–	31,144
Corporate Support Costs/SLAs	19,973	–	200	–	–	(215)	–	19,958
Depreciation	53,000	–	–	–	–	–	–	53,000
Financing Costs	33,555	–	–	–	–	–	–	33,555
Tenant Man. Organisation Allowances	3,242	–	–	–	–	(324)	–	2,918
Sub-total	288,677	1,994	909	–	(12,986)	(6,117)	–	272,477
Income:								
Rents – Dwellings	(192,774)	–	–	–	3,094	(815)	–	(190,495)
Rents – Non-Dwellings	(4,968)	–	–	–	–	(448)	–	(5,416)
Heating/Hot Water Charges	(9,289)	–	–	–	–	–	–	(9,289)
Tenant Service Charges	(13,284)	–	–	–	(263)	–	–	(13,547)
Thames Water Charges	(12,986)	–	–	–	12,986	–	–	–
Commission Receivable	(2,817)	–	2,337	–	–	–	–	(480)
Homeowners – Major Works	(15,000)	–	–	–	–	–	–	(15,000)
Homeowners – Service Charges	(18,386)	–	–	–	(219)	–	–	(18,605)
Interest on Balances	(411)	–	–	–	–	(75)	–	(486)
Commercial Property Rents	(6,864)	–	–	–	(136)	(20)	–	(7,020)
Fees and Charges	(1,563)	–	–	–	(75)	(110)	–	(1,748)
Capitalisation	(7,758)	(38)	–	–	–	–	–	(7,796)
Recharges	(2,577)	(18)	–	–	–	–	–	(2,595)
Sub-total	(288,677)	(56)	2,337	–	15,387	(1,468)	–	(272,477)
TOTAL	–	1,938	3,246	–	2,401	(7,585)	–	–

APPENDIX G

HRA INDICATIVE BASE BUDGET 2017-18 BY DIVISION

HOUSING REVENUE ACCOUNT	2016-17 £'000	Inflation £'000	Commits £'000	Financing £'000	Rents & Service Ch £'000	Savings £'000	Redist. £'000	2017-18 £'000
Customer Experience	2,534	24	–	–	–	(285)	–	2,273
Central Services/Exchequer Services	(64,606)	636	3,246	–	2,537	(3,776)	–	(61,963)
Communities	(6,781)	16	–	–	–	(1,024)	–	(7,789)
Resident Services	24,536	357	–	–	–	(750)	–	24,143
Asset Management	49,810	905	–	–	–	(1,750)	–	48,965
Modernisation	(5,493)	–	–	–	(136)	–	–	(5,629)
TOTAL	–	1,938	3,246	–	2,401	(7,585)	–	–

CUSTOMER EXPERIENCE	2016-17	Inflation	Commits	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
My Southwark Homeowners	518	10	–	–	–	–	–	528
My Southwark Service Points	362	3	–	–	–	(215)	–	150
Housing Solutions	1,654	11	–	–	–	(70)	–	1,595
TOTAL	2,534	24	–	–	–	(285)	–	2,273

CENTRAL SERVICES/ EXCHEQUER SERVICES	2016-17	Inflation	Commits	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Heating Account	11,198	–	–	–	–	(1,000)	–	10,198
Water Charges	11,017	–	2,337	–	(12,986)	–	–	368
Dwelling Rent Income	(205,744)	–	–	–	15,817	–	–	(189,927)
Regeneration Major Projects	7,400	–	–	–	–	–	–	7,400
Deprecation	53,000	–	–	–	–	–	–	53,000
Financing Costs	33,319	–	–	–	–	–	–	33,319
Contingency Reserve	8,321	6	–	–	–	(815)	–	7,512
Corporate Support Costs	19,047	571	475	–	–	–	–	20,093
Contribution to Investment Programme	24,852	–	–	–	–	(1,108)	–	23,744
Exchequer Services	(27,016)	59	434	–	(294)	(853)	–	(27,670)
TOTAL	(64,606)	636	3,246	–	2,537	(3,776)	–	(61,963)

COMMUNITIES	2016-17	Inflation	Commits	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tenant Management Organisations	(8,781)	6	–	–	–	(324)	–	(9,099)
Resident Involvement	2,000	10	–	–	–	(700)	–	1,310
TOTAL	(6,781)	16	–	–	–	(1,024)	–	(7,789)

RESIDENT SERVICES	2016-17	Inflation	Commits	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Supported Housing	(6,556)	19	–	–	–	(425)	–	(6,962)
Estate Cleaning	11,538	265	–	–	–	–	–	11,803
Refuse Collection	1,307	–	–	–	–	–	–	1,307
Pest Control	1,240	–	–	–	–	–	–	1,240
Grounds Maintenance	2,113	–	–	–	–	–	–	2,113
Other Environment Services	1,546	–	–	–	–	–	–	1,546
Tenancy Management	4,854	47	–	–	–	–	–	4,901
Investigations and Support	7,470	16	–	–	–	–	–	7,486
Strategy and Performance	1,024	10	–	–	–	(325)	–	709
TOTAL	24,536	357	–	–	–	(750)	–	24,143

ASSET MANAGEMENT	2016-17	Inflation	Commits	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Investment and Asset Management	1,373	10	–	–	–	–	–	1,383
Engineering Services	20,741	271	–	–	–	(275)	–	20,737
Reactive and Planned Maintenance	27,356	621	–	–	–	(1,475)	–	26,502
Regeneration and Delivery	340	3	–	–	–	–	–	343
TOTAL	49,810	905	–	–	–	(1,750)	–	48,965

MODERNISATION	2016-17	Inflation	Commits	Financing	Rents & Service Ch	Savings	Redist.	2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Commercial Properties	(5,493)	–	–	–	(136)	–	–	(5,629)
TOTAL	(5,493)	–	–	–	(136)	–	–	(5,629)

Item No. 15.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Refresh of Southwark’s Economic Wellbeing Strategy 2017-2022	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Johnson Situ, Business, Employment and Culture	

FOREWORD - COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR BUSINESS, EMPLOYMENT AND CULTURE

In 2012, Southwark council’s cabinet adopted a new Economic Wellbeing Strategy; at the time we set out to support our residents through tough economic times. We re-prioritised the council’s efforts to support local economic growth, made the council open for business and helped residents into work. Almost five years in and half way through our strategy life term we’re seeing our efforts pay off. Southwark now has record numbers of residents in employment, dozens of businesses paying the London Living Wage and we’ve seen the creation of a Business Forum. Every day we are demonstrating that we are a borough that is open for business and will promote and support economic wellbeing.

However, though the challenges facing our local economy have changed, they still exist; the downturn in the economy has been replaced by the economic implications of the UK leaving the EU. Digital innovation has brought about small scale entrepreneurship, and spurred an on-demand ‘gig economy’ which is creating exciting economies and unleashing creativity. But it is also raising hard questions about workplace protections and what a good job will look like in the future. Finally sustained pressures to local council budgets have meant we will need to continue to focus our efforts on supporting residents at risk of being left behind.

Now, more than ever, we will help families, individuals and businesses through the challenges that the current economic climate brings. Being at the heart of London brings lots of opportunities – including locally through our major regeneration projects.

This refresh outlines the strategy we will work with partners to achieve over the next five years.

RECOMMENDATION

1. That the cabinet approves the proposed refresh of the economic wellbeing strategy for 2017-2022 (Appendix 1).

BACKGROUND INFORMATION

2. The economic wellbeing strategy for 2012-2020 was approved by the cabinet in November 2012. It set out the council’s ambitions under four headings and our strategy to work with partners to achieve them:
 - Employment – narrowing the gap with the London employment rate

- Southwark – the place of choice to start and grow a business
 - Thriving town centres and high streets
 - Promoting financial wellbeing and independence.
3. Since the strategy was adopted, much has been achieved towards delivering on these ambitions. Southwark's employment rate now stands at its highest this century, above that of London; there are 25% more businesses in Southwark than in 2012; our town centres and high streets are benefitting from new investment; and the number of residents dependent on working-age benefits is falling faster in Southwark than in both London and the rest of the country.
 4. Over the same period, there have been significant changes in the economic and policy contexts which frame the strategy. Developments in national, London and local government have introduced new policy trends, much detail of which is still emerging, including welfare reforms, the apprenticeship levy, the area-based review of skills and the localisation of business rates. These reframe many of the key economic challenges and opportunities facing the borough, its residents and businesses. The uncertainty created by the recent referendum decision to exit the EU has also brought about new strategic challenges and opportunities for the council and our partners, as we continue to pursue economic growth and wellbeing in the borough.
 5. Throughout these transformations, the fundamentals of the current strategy have remained sound. Raising employment, growing our business base, supporting high streets and town centres and promoting financial wellbeing continue to be at the heart of the council's approach to economic wellbeing in Southwark. The refreshed strategy proposed in this report at Appendix 1 therefore builds on the solid foundation set in 2012. It has been updated to reflect the new economic and policy context and, along with the refreshed Council Plan for the period 2016-2018, it sets our ambitions looking forward to 2022.

KEY ISSUES FOR CONSIDERATION

6. The strategy has been brought up to date to address current and projected future needs, which have been assessed from a range of sources and evidence bases. Labour market data highlights that the key strategy objective to narrow the gap with the London employment rate has been met, with Southwark's employment rate now above that of London. Yet economic instability could threaten this achievement. We also continue to face the significant challenge of supporting residents into sustainable employment who haven't benefited from the improved labour market conditions, particularly the more vulnerable and those furthest from the labour market, while equipping residents of all ages with the skills required by employers to enable rewarding and well-paid careers.
7. The skills and apprenticeship landscape has moved on substantially since the strategy was first adopted, and the refreshed strategy reflects our increased work with business and education providers under this agenda. The strategy refresh is timely in setting new and higher expectations of local provision, as the area review of skills completes its findings, establishing clear expectations for a high-quality and accessible further education and skills offer in the borough, with a broad curriculum that is responsive to employer needs and provides a route to a rewarding career.

8. Welfare reforms continue to reduce some of our most disadvantaged residents' spending power, while costs of living, including housing and childcare, continue to rise. The council's leading work on pay and the cost of living, set out in the recent report "Local action towards a Living Wage" has been integrated into the strategy, placing fair pay, gender pay equality and working conditions at the heart of our approach to economic wellbeing in the borough. For those who are moving towards employment and whose income is affected by welfare reforms, the refreshed strategy reflects the need for a universal support offer in the borough, with the council at its centre.
9. Southwark is leading with our partners on developing a local response to the devolution of powers relating to skills and growth to the Mayor, and the refreshed strategy reinforces the opportunities and challenges this represents to the borough, with the Work and Health Programme presenting the next significant opportunity to influence this agenda. Sub-regional partnerships, such as the Better Placed initiative with Lambeth and Lewisham councils, are demonstrating the effectiveness of local authorities working jointly to tackle shared agendas for employment, skills and growth. Implications for the borough arising from the Chancellor's Autumn Statement will be further analysed to help shape onward implementation of the refreshed strategy.
10. The strategy also responds to the planned increased devolution of business rates to local government, and the fundamental change to local government funding and the relationship between the council and its businesses that this represents. The refreshed strategy builds on the work done so far in growing the council's strategic engagement with business voices through the Southwark Business Forum, BIDs and wider networks, bringing the council's relationship with business and strategies for business growth further to the fore.
11. Since the adoption of the strategy in 2012, the council has embarked on the development of the New Southwark Plan, including a new employment land review for the borough and the Old Kent Road has been designated an Opportunity Area in the London Plan. The council's own regeneration programmes in Elephant and Castle, Peckham and elsewhere have also gained pace. The refreshed strategy is clear on the need to promote the development of land for business uses in the borough and drive growth, particularly in the Central Activities Zone and our town centres, if we are to continue to enjoy the growth in local businesses and jobs that the borough will need in years ahead.
12. In November 2016, the cabinet adopted the refreshed Council Plan, with revised targets and milestones up to 2018. The themes of 'Strong local economy', 'Revitalized neighbourhoods' and 'Best start in life' are embedded strongly in the refreshed Economic Wellbeing Strategy. This reflects the commitment to these themes, including the key Council Plan targets:
 - Keep council tax low
 - Deliver value for money in council services
 - Make sure young people are ready for work
 - Guarantee education, employment or training for every school leaver
 - Deliver an hour's free parking in our shopping parades
 - Open a credit union account with a £10 opening deposit for every 11 year old
 - Deliver good money advice for secondary school students
 - Establish a Southwark Business Forum

- Stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders
- Invest in more affordable business space, street markets and encourage pop-up shops to help start up businesses
- Support 5,000 local people into jobs
- Create 2,000 new apprenticeships
- Make sure local residents benefit from new jobs and apprenticeships
- Award scholarships to local young people from low income backgrounds to study art foundation courses
- Support business improvement districts including around the Blue in Bermondsey
- Enhance and expand affordable studio and performance space.

The refreshed strategy also reflects the Council Plan's acknowledgement of the positive change of direction of Southwark's employment rate and business growth. It also captures the council's commitment to regeneration of town centres and high streets, and support for Southwark's most vulnerable residents.

Making it happen - delivery

13. The new strategy sets a series of ambitions and planned actions in four updated sections:
 1. Employment and skills - A full employment borough with a job opportunity for every resident who wants to work
 2. Business - A growth borough, where business thrives and prospers
 3. Thriving town centres and high streets - Dynamic, diverse, digital centres that are great places to visit, spend time and enjoy
 4. Financial wellbeing - Helping people to grow their incomes and ensuring a fair day's pay for a fair day's work.

14. Each section's ambitions and planned actions lay the foundations of a framework for continuing to support a strong local economy. The instability created by the EU referendum reinforces the need for clear local leadership in setting a direction for inclusive economic growth and the refreshed strategy forms a timely response. In the current climate of uncertainty, the strategy reflects the need for flexibility to respond to new challenges and also take advantage of new resources and partnership opportunities that become available over the period to 2022. Our next steps will involve building on our implementation plans under the current strategy and we will extend our engagement with partners to identify opportunities for further action.

15. The council has already set in motion a number of actions in delivery of these ambitions, which include but are not limited to:
 - Leading on promotion of the London Living Wage locally through our Living Wage Symposium and report "Local Action Towards a Living Wage", the Southwark Apprenticeship Standard, the ethical care charter and the SEEDS (Southwark Employment and Enterprise Development Scheme) project.
 - Establishing the Southwark Business Forum to grow relationships with major local employers and more effectively consult private sector corporate partners on issues affecting business in the borough.

- Using its leadership and influence to drive effective devolution at the city and borough level and shape the opportunities for improvements in local delivery through the Better Placed initiative.
 - Creating quality apprenticeships through the Southwark Apprenticeship Standard, setting the standard for quality apprenticeships in Southwark, addressing secure employment, payment of the London Living Wage, quality training provision, and mentoring and support. Providing direct support for local businesses, linking business support to apprenticeship creation at all skill levels and lobbying for the use of the apprenticeship levy to support small businesses. Promoting these opportunities to residents through media campaigns and provision of pre-apprenticeship support.
 - Commissioning of the Southwark Construction Skills Centre at Elephant and Castle in partnership with Lendlease, which supports Southwark residents with the skills needed to enter and build a career in construction, as well as developing opportunities for partnerships across sectors with schools and in further and higher education.
 - Building on our employment programmes such as Southwark Works, supporting over 3,000 people into work since 2014.
 - Developing a strategy to deliver 500 affordable business units and encouraging space for start-ups and growing businesses in our developments.
 - Investing over £600,000 in locally-led town centre and high street improvement projects through our High Street Challenge programme
 - Working with key partners including the DWP to identify vulnerable adults, the specific barriers they face, and develop a universal support offer to improve their financial wellbeing.
16. Following approval of the strategy, the first step will be to work collaboratively across all council services and with our private, public and third sector partners to develop implementation plans and targets. We acknowledge this level of ambition and change will be challenging, requiring partners to collaboratively tackle complex and multi faceted issues; to take immediate actions where we can; and create the basis for longer term changes where required. We anticipate that a formal delivery plan will follow approval of this plan and actions and targets will be incorporated into the Council's performance management framework, Council Plan, and into the relevant cabinet performance schedules.

Policy implications

17. The proposed strategy is in line with the Council Plan and identifies cross-council actions to maximise value of council activity and partnership working in support of employment and skills, business, town centres and high streets, and the financial wellbeing of residents.

18. It is also reflects existing and refreshed strategies, including:
- Council Plan 2014 to 2018 (summer 2016 refresh)
 - Southwark CCG and Southwark Council Five Year Forward View of Health and Social Care
 - Southwark Health and Wellbeing Strategy
 - Southwark Advice Strategy
 - The New Southwark Plan (emerging)
 - Southwark Voluntary and Community Sector strategy
 - Children and Young People's Plan
 - Cultural Strategy
 - Housing Strategy
 - Early Years and Childcare Strategy
 - Workforce Strategy
 - Procurement Strategy
 - Licensing Strategy
 - Health and Wellbeing strategy
 - Markets and Street Trading Strategy
 - Digital Strategy.

Community impact statement

19. Set out below is an overview of the assessment of impacts on the community, this includes the equality analysis carried out on the refreshed strategy. Specific measures and actions to address inequalities and assessment of the impact on protected characteristics in line with the equality duty will be developed as part of the implementation plans as relevant. The analysis will therefore be ongoing.
20. The economic wellbeing strategy will impact on the whole community in all wards including the borough's business community. A core aim of the strategy is to identify what actions the council and partners can take to build on the high employment rate and growing number of businesses to ensure all sections of the community benefits from these opportunities. We want all our residents to participate in the economy in Southwark which is job and business-rich, and achieve financial independence and wellbeing.
21. While the numbers of young people claiming JSA and those 'not in education employment or training' continues to fall, 18 to 24-year-olds are still more likely to struggle to find work than older, more experienced workers, and some, including children leaving care, often need additional support. The strategy sets out to ensure better co-ordination of the many different efforts to help young people enter the world of work, ensuring no one is left behind and all have the opportunity to excel. We will respond to the changing nature of the economy and young people's increasing interest in self-employment and starting up their own business.
22. We will raise the profile of older people in the labour market and explore links to adult skills, the voluntary and community sector and wider council services. For today's workforce, lifelong learning and skills development is crucial to maintaining earnings in a rapidly changing labour market.

23. There is a gender pay gap in Southwark, with women earning less than men on average. Southwark's Childcare commission has highlighted the importance of family-friendly employment policies in supporting everyone to have fair access to work and we recognise the impact that affordable childcare and family-friendly policies can have on the gender pay gap. The strategy commits to promoting family-friendly employment policies through our own commissioning, and more widely through partnerships such as the Southwark Business Forum.
24. The employment rate of people belonging to ethnic minorities is lower than that of the overall population in Southwark. The strategy addresses the complex and multiple barriers to employment that can intersect with ethnicity to limit access to good employment opportunities for people belonging to ethnic minorities.
25. The ongoing implementation of welfare reforms and the increase in low-paid work are causing difficulties for some. The strategy sets out our ambition to support individuals to understand and manage the impacts of welfare reform changes, to be more able to address the complex issues in their lives, and to be financially sustainable and free of debt.
26. Poverty, including food poverty, related to worklessness or low-waged employment continues to affect many people and families in Southwark, which also can have a detrimental effect on health and wellbeing. The strategy reinforces the role of the Living Wage as set by the Living Wage Foundation as a principal way to counter the threat of poverty, and the importance of growing skills and wages in the borough. Working conditions can also have an impact on an individual's physical and mental health and wellbeing, and the strategy sets out the importance of healthy workplaces and businesses adopting the Healthy Workplace Charter.
27. The strategy also reinforces our commitment to ensuring our high streets and town centres are accessible places, offering affordable, healthy food shopping.
28. As the strategy is implemented, project monitoring arrangements will continue to follow the council's equalities monitoring guidance to ensure it captures the detailed information about impact on intended target groups and protected characteristics as relevant to individual projects.

Resource Implications

Financial and budget issues

29. No additional funding assumptions beyond those already set out in agreed budgets have been made in designing the refreshed strategy. The strategy sets out core ambitions and our anticipated delivery in achieving those ambitions, including with partners. Any new funding requirements, if they arise, will be assessed and reviewed as part of the council's normal budget process.

Staffing issues

30. Officer time to effect the recommendations will be contained within existing resources.

Consultation

31. A range of external and internal stakeholders have been consulted during the process of refreshing the economic wellbeing strategy. Formal consultation has taken place at two key stages. Firstly initial research in September 2016, to group achievements against the original strategic aims, consideration of new strategic trends and thinking, and the format and presentation of ambitions and planned actions. Secondly, consultation on the strategy draft was held in October and November 2016, in writing and through face to face meetings including with the Business Forum and targeted discussions with council services.
32. External consultation partners included: DWP, Southwark Business Forum, Better Bankside BID, Blue Bermondsey BID, Southbank BID, Team London Bridge BID, We Are Waterloo BID, Southwark Chamber of Commerce and Industry, Federation of Small Businesses, Lambeth Council, Lewisham Council, Lewisham Southwark College, University of the Arts, London College of Communication, Southwark Citizens Advice Bureau and delivery partners on our Southwark Works Framework. Further engagement will take place as the refreshed strategy is implemented.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

33. The Director of Law and Democracy has reviewed this report and confirm that as this report affects more than one portfolio under the provisions of Part 3D of the council's constitution cabinet should approve the recommendation in paragraph 1 set out in this Report.
34. The Equality Act 2010 introduced a single public sector equality duty. This duty requires us to have due regard in our decision making processes to the need to:
 - (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct
 - (b) Advance of equality of opportunity between persons who share a relevant protected characteristic and those who do not share it
 - (c) Foster good relations between those who share a relevant characteristic and those that do not share it.
35. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also applies to marriage and civil partnership, but only in relation to (a) above.
36. The council is required to act in accordance with the equality duty and have due regard to the duty when carrying out its functions, which includes making decisions in the current context.

Strategic Director of Finance and Governance

37. The Strategic Director of Finance and Governance notes the recommendation in this report and that there are no immediate financial implications arising from this report.
38. The staffing and other costs connected with the proposed refresh of the economic wellbeing strategy for 2017-2022 need to be contained within existing departmental revenue budgets, the agreed housing revenue account, or the council's agreed capital programme as applicable. Any additional resources required in connection with this report will be subject to the council's usual financial governance procedures.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Economic Wellbeing Strategy 2012-2020		Danny Edwards 020 7525 5105
Link: http://www.2.southwark.gov.uk/info/347/economic_wellbeing		
Economic Wellbeing Strategy 2017-2022 Equalities Impact Assessment		Danny Edwards 020 7525 5105
Link: http://www.2.southwark.gov.uk/info/347/economic_wellbeing		
Council Plan		Danny Edwards 020 7525 5105
Link: http://www.2.southwark.gov.uk/info/200293/a_fairer_future/3156/council_plan		

APPENDICES

No.	Title
Appendix 1	Economic Wellbeing Strategy 2017-2022 (circulated separately)

AUDIT TRAIL

Cabinet Member	Councillor Johnson Situ, Cabinet Member for Business, Employment and Culture	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Richard Pearce, Senior Strategy Officer, Local Economy Team	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 December 2016

Item No. 16.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Asset Management Plan for the Commercial Property Estate	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Fiona Colley, Finance, Modernisation and Performance	

FOREWORD – COUNCILLOR FIONA COLLEY, CABINET MEMBER FOR FINANCE, MODERNISATION AND PERFORMANCE

The council’s commercial property estate is comprised of a wide variety of shops, offices, industrial buildings, community centres and more. It generates more than £11m of income each year to support our provision of public services, particularly housing services as many of the premises are located underneath council homes.

This Asset Management Plan sets out with transparency and clarity our policies as a landlord, our management arrangements and our plans for the future. In doing so it builds on the review undertaken by of overview and scrutiny committee and audit reviews of the service.

It reiterates our market rent policy whilst affirming our commitment to being a reasonable and responsible landlord to both our commercial and voluntary and community sector (VCS) tenants. It sets out our current approach on VCS premises and outlines the work we are doing with the sector to review that approach following the agreement of the new tripartite VCS strategy.

Southwark Council is also a landlord that considers the impact our choice of retail tenant makes to the vibrancy and affordability of shopping on our high streets, local parades and estates. We have already taken steps to reverse the dominance of payday lenders and betting shops by excluding those uses from our lettings policy and these policies will continue.

Over the last two years I have been in ongoing discussion with Councillor Leo Pollak and the Blue Bermondsey BID about the council’s approach to lettings at The Blue and on Southwark Park Road. Unusually the council is the dominant commercial landlord in this town centre, as the majority of the shops are underneath council flats, and whilst the town centre itself is not in a regeneration zone, it is close to the developments at Bermondsey Spa and the forthcoming Grosvenor Estate redevelopment of the Biscuit Factory.

We see this as an exciting opportunity for the council to pilot a new approach to our retail lettings. One where we work in partnership with the local community to more actively curate the town centre with a view to enhancing the medium to long term vitality and sustainability of the town centre and achieving best value for the council from our estate.

RECOMMENDATIONS

1. That cabinet approves the asset management plan (AMP) for the commercial property estate contained in Appendix 1 of this report, including:
 - A clear strategic direction and performance management arrangements for the portfolio
 - a pilot letting scheme for the Market Place/Southwark Park Road area (“the Blue”)
 - actions identified through the recently completed Southwark Voluntary and Community Sector Strategy 2017-2022.
2. That cabinet notes the new AMP presents a refreshed approach to achieving a vibrant and sustainable commercial property estate, encompassing work by members and officers, review by overview and scrutiny committee and fully responding to recommendations made by the council’s internal auditors in their reports of January and September 2016.

BACKGROUND INFORMATION

3. The council owns a valuable commercial estate, including shops, business premises and miscellaneous other properties. The majority of these are owned freehold, introducing both flexibility and strategic potential to the management of the estate.
4. The assets are managed to generate income and market rents are charged in new lettings, at rent review and upon lease renewal. Officers forecast that £11.6 million will be produced from this source in the current financial year. Approximately 65% of this income is for the benefit of the Housing Revenue Account and the remainder is received into the General Fund.
5. The estate also fulfils non-financial objectives such as providing a range of accessible, affordable local services and facilities to residents. The majority of the shops in the retail portfolio are in parades of 10 units or fewer and are strongly geared to the communities they are situated in (shops on or near housing estates for example).
6. The other area of note is in providing accommodation opportunities for the VCS (see paragraph 12 below) and supporting the aspirations of Southwark’s Economic Wellbeing Strategy 2012-20.
7. In some cases the council’s freehold ownership provides strategic, regeneration and new homes opportunities where it is viable to do so. As a result the composition of the estate has changed and continues to do so, with existing assets released for alternative uses and new assets created, through the Southwark Regeneration in Partnership Programme, for example which will see the return of a number of new commercial properties to the council for letting.

KEY ISSUES FOR CONSIDERATION

8. The new AMP for the commercial estate supplements the Corporate Asset Management Plan previously agreed by cabinet, adding to this overarching strategy an additional layer of operational detail with regard to the tenanted non-residential

assets that make up the portfolio.

9. The strategy provides a framework for the management of the council's commercial properties over the next five years, after this the plan will be fully reviewed. In the meantime performance will be monitored on a regular basis and additional detail may be added to reflect the evolving nature of the portfolio and influences upon it (regeneration, economic, financial, legislative, best practice, etc.), by way of additional reports to cabinet, individual decision making and internal procedures.
10. The AMP describes the composition of the estate and covers in depth the following areas:
 - Portfolio management arrangements, including governance and resources
 - Rent policy (market rent) and income
 - Addressing debt
 - Procedures for letting vacant premises and the approach to tenant selection.
11. It concludes by reviewing the commercial portfolio on an asset class by asset class basis and making recommendations for each. This is followed by a summary of performance indicators and reporting arrangements to support the sustainable management of a successful portfolio of commercial assets, looking in turn at financial performance indicators, strategy and management practices.

Voluntary and community sector

12. The commercial portfolio includes 70+ properties that are occupied by VCS organisations. This excludes the many other community facilities used as tenants and residents halls. The property team has engaged fully in the recent review of the voluntary and community sector strategy, developed through tripartite collaboration involving the VCS, Southwark Council and NHS Southwark Clinical Commissioning Group.
13. The report considers obstacles to facilitating the supply of appropriate premises to the VCS, looking at how the sector can use premises more effectively, and share the assets that are available. Workstreams will now be brought forward to develop new approach to facilitate this, acknowledging nevertheless that there are competing demands from various sectors (regeneration, culture, affordable business space, etc.) to reconcile.
14. Officers have shared with Community Southwark information about council premises occupied by the VCS, and the basis on which they occupy, to help establish a clearer picture of how organisations can best be supported to manage financially and to utilise and share premises, and to explore how current provision compares to new and emerging demand.

Policy implications

15. The council's overarching plan for the prudent stewardship of its property assets, geared to the achievement key corporate outcomes in the Council Plan is the Corporate Asset Management Plan, an update is planned for 2017-18 to ensure the core objectives of the Council Plan are fully reflected. The corporate AMP aligns with

the Medium Term Resource Strategy and together they provide a high level framework for the use of resources.

16. Beneath these plans is a tier of more practically orientated implementation strategies, including on its approval the document now under consideration with regard to the council's commercial property portfolio.
17. Reference has been made previously to the relationship of the commercial property asset management plan to the new VCS strategy. Regard has also been had to the council's recently agreed Economic Wellbeing Strategy in terms of advancing Southwark as a place of choice to start and grow a business, by developing policy for the better use, management and improvement of assets, including the council's own property.
18. The strategy promotes thriving town centres and high streets (through, amongst other initiatives, effective lettings policies) and aims for better quality, better managed, more flexible, affordable business space (a further strategy will be brought forward early in the new year looking at the provision of affordable business and creative space). Finally, the Wellbeing Strategy reaffirms that the council does not support commercial activities that withdraw money from the local economy or promote unhealthy lifestyles. The commercial asset management plan both mirrors and supports these objectives.

Community impact statement

19. In formulating the recommendations of this report the potential impact on the community has been taken into account, including people identified as having protected characteristics. No specific equality implications have been identified in relation to this report.

Financial implications

20. The combined projected income from the estate for the current financial year is £11.6 million. This is used to support the delivery of the council's priorities, primarily to the benefit of the HRA.
21. Commercial property rents are a significant and relatively stable source of revenue funding which the council controls directly, at a time when centrally granted funds have seen unprecedented cuts.
22. There are no other financial implications arising from this report.

Consultation

23. Consultation has been undertaken internally across regeneration, property and local economy teams. Premises issues formed a specific component in consultation events for the Southwark Voluntary and Community Sector Strategy 2017-2022, and the outcomes have fed into the present report. Ongoing consultation is undertaken with the housing and modernisation department regarding asset management decisions affecting local residents and assets held in the Housing Revenue Account including, for example, the identification of opportunities for hidden homes and Direct Delivery schemes.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

24. An updated asset management plan is critical to the efficient and effective delivery of the council's services in accordance with the core objectives set out in the Council Plan. There is an expectation following the Localism Act that public property assets are managed closely.
25. The council has a wide-ranging property portfolio which according to this report is projected to produce income for the current financial year of approximately £11.6 million. The updated plan responds to the comments received from the council's overview and scrutiny committee and the subsequent independent review undertaken by auditors, which is referred to at paragraph 2 of the report.
26. A commitment was made to in September to bring the updated plan back to cabinet and it is with this background and in this context that cabinet members are asked to approve the plan.

Strategic Director of Finance and Governance

27. This report is requesting cabinet to approve the asset management plan (AMP) for the commercial property estate contained in Appendix 1 of this report, and to note that the AMP presents a refreshed approach to achieving a vibrant and sustainable commercial property estate incorporating the work and comments from officers, members and the council's internal auditors as reflected in paragraph 2. Full details are contained within the main body of the report and the appendices.
28. The strategic director of finance and governance notes that total projected income from the estate is £11.6m of which 65% benefits the housing revenue account and the remainder for the general fund.
29. The strategic director of finance and governance also notes that that there are no other financial implications arising from this report.
30. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Refresh of economic wellbeing strategy	Property Team 5 th Floor, Hub 1 Tooley Street	Matthew Jackson 020 7525 1332
Link: http://moderngov.southwark.gov.uk/mgIssueHistoryHome.aspx?Ild=50011496&Opt=0		
Southwark Voluntary and Community Sector Strategy 2017-2022	Property Team 5 th Floor, Hub 1	Matthew Jackson 020 7525 1332

Background Papers	Held At	Contact
	Tooley Street	
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=5949		
Promoting a Vibrant, Sustainable Retail Estate Aligned to Local Need	Property Team 5 th Floor, Hub 1 Tooley Street	Matthew Jackson 020 7525 1332
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=5332		
Scrutiny Review of Non Residential Property – Cabinet Response (see item No.9)	Property Team 5 th Floor, Hub 1 Tooley Street	Matthew Jackson 020 7525 1332
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5373&Ver=4		
Corporate Asset Management Plan – Overarching AMP 2010	Property Team 5 th Floor, Hub 1 Tooley Street	Matthew Jackson 020 7525 1332
Link: http://moderngov.southwark.gov.uk/mglIssueHistoryHome.aspx?IId=11425		

APPENDICES

No.	Title
Appendix 1	Asset Management Plan for the Commercial Property Estate (circulated separately)

AUDIT TRAIL

Cabinet Member	Councillor Fiona Colley, Finance, Modernisation and Performance	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Matthew Jackson, Head of Property	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 December 2016

Item No. 17.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Gateway 1: Procurement Strategy Approval Abbeyfield Estate HINE (Maydew House) Works	
Ward(s) or groups affected:		Rotherhithe	
Cabinet Member:		Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing and Councillor Mark Williams, Regeneration and New Homes	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, DEPUTY LEADER AND CABINET MEMBER FOR HOUSING AND COUNCILLOR MARK WILLIAMS, REGENERATION AND NEW HOMES

This report sets out the procurement process for Maydew House on the Abbeyfield Estate. Previously there was no clear plan for the future of Maydew House, this council is committed to social and council housing and we have now worked up a scheme with Howarth Tompkins architects for the estate. This will see five additional stories built on top of Maydew House, a new home for the Bede Community Centre beneath Maydew, and more new homes on the current Bede Site. The plans also include a number of other improvements for Thaxted and Damory Houses, and the upgrade of public open space in the area.

The refurbishment of Maydew House will help to meet the ever growing need for housing in Southwark and will provide good quality council homes and help to secure the future of Maydew House. We have listened to and taken on board the views of stakeholders including residents and Bede House and this refurbishment allows us to make significant improvements to the Abbeyfield Estate. We know from the current housing crisis that we need more homes of every tenure and this scheme will deliver on that need.

This report recommends using the Greater London Authority's (GLA) London Development Panel framework to procure a development partner to carry out these works. Following this tender exercise we will be able to determine the final mix of homes in Maydew and in the new homes that will be built. It is our hope that through the competitive bidding process we will be able to see a net increase in the number of council homes on this site. When compared to the proposals we inherited this shows our absolute and total commitment to getting the best possible outcomes for our residents by securing the maximum amount of high quality council homes.

RECOMMENDATIONS

1. That the cabinet approves the revised procurement strategy for the use of the GLA's London Development Panel framework to procure development partners for the Abbeyfield Estate HINE (Maydew House) works at an estimated value of £22m for an estimated period of 208 weeks from 21 August 2017.
2. That the cabinet notes that there are estimated internal fees of £651,200 and external fees of £1,577,000 making a total estimated scheme cost of £24,228,200.

BACKGROUND INFORMATION

3. Cabinet approved the enhanced refurbishment works to Abbeyfield Estate, designating a high investment needs estate on 20 March 2012.
4. Cabinet approved the Gateway 1 for the procurement process on 22 July 2014 for an EU restricted tender process.
5. Since the cabinet approval, significant progress has been made with the major works team undertaking a raft of design meetings and open days with stakeholders to define the required outputs for the project. This progress has seen the original proposals of simply refurbishing Maydew extend to the re-provision within Maydew of the Bede centre into a bespoke facility to better meet their (Bede's) needs and the resulting land that is then released being earmarked for new housing provision.
6. Design reviews with planning have identified the need for a high quality architectural input to ensure that the council end up with a landmark building in line with stakeholder expectations and to that end external design input is required.
7. The design discussions with stakeholders have also identified the following possibilities; an additional five storeys to be constructed on top of Maydew, re-siting of the main entrance from the current podium level to the ground level, removal of the podium link to Damory House and Thaxted Court. Full refurbishment of the flats within the building, removal of the ramps and external access stairs and soft and hard landscaping to the block surrounds and the re-positioning of the entrance to Thaxted Court in order to enhance the interaction between the park and housing. The additional storeys on Maydew will consist of 24 Units for sale on the open market. The council will need to sell approximately 45 properties in the block to balance the estimated costs. When the block was originally decanted, there were 139 tenants in the block and 5 leaseholders. Therefore, the council will be retain 68% of the original tenanted properties in Maydew for council tenants, In addition there will be an estimated 90-100 new properties built on the current Bede site. Appendix 1 shows current outline drawings and proposals.
8. A suitably qualified and experienced architectural firm was appointed on the Peabody framework through mini-competition in respect of the design services for the Abbeyfield Estate. Howarth Tompkins has been appointed following the approval of the Gateway 2 on 8 February 2016.

Summary of the business case/justification for the procurement

9. These works were programmed for delivery under Major Works partnering contract Lot 2 but due to this contract being ended by mutual agreement on 18 June 2012, a competitive procurement route is to be undertaken for these works.
10. The Gateway 1 report of 22 July 2014 set out the procurement strategy required to progress works and the appointment of Calfordseadon LLP for their experience of estate and area regeneration. This was subject of an order from the council's Long Term Agreement. The procurement was to be carried out in accordance with an EU restricted tender process. Discussions with planning led

to Calfordseadon LLP not satisfying the planning requirements and the council tendering for an alternative architectural firm.

11. This report is now sets out the vision for these works and requires the procurement strategy required to start works next July. Use of this ensures expediency in procurement over a shorter period.

Market considerations

12. The construction industry appears to be quite buoyant now and growth in the residential market has been strong recently. This project will be attractive and is targeted to the providers on the GLA's development panel framework. The framework supports the building of new homes in housing led mixed-use developments and is beneficial in consisting of specialist developers. The tendering process will ensure that the council give those on the framework an opportunity to tender and achieve value for money in a competitive market place. It will also ensure that the appropriate building contractors are targeted. The contractors on the framework are the appropriate players in the field with the required skills and knowledge to deliver a project of a mixed nature such as this and provides good coverage of the required market.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

13. Discussions with cabinet members for housing led to the Major Works team exploring the option of the GLA framework given the time constraints of EU tendering. It has therefore been decided that the preferred method of procurement for appointing developers is the GLA framework.
14. In choosing the preferred method of procurement, the following options were explored:
 - a. Full OJEU compliant procurement process
 - b. Existing Framework – Greater London Authority (GLA) London Development Panel (LDP)
 - c. Do nothing
 - d. Breaking contract into lots
 - e. Other frameworks.
15. A full OJEU compliant procurement process, whilst feasible, is not recommended given the time constraints to deliver the programme. On average, given the detailed stages of scheme development, the OJEU process would take a minimum of nine months from contract notice to contract award. This time could otherwise be spent on developing the project and undertaking procurement through a framework, where the developers who would most likely be procured through an OJEU, have already been pre selected and where early engagement is feasible in a process that would not be feasible through an OJEU.
16. The Greater London Authority (GLA) London Development Panel (LDP) framework is the Greater London version of the national HCA framework and provides the most 'fit for purpose' opportunity. It supports the building of new homes in housing led mixed-use developments, on land owned by the public sector. The GLA LDP provides the most competitive advantage option and consists of 25 specialist developers to select from, some of which have worked

or are familiar with Southwark. The GLA LDP is made up of all the main developers, both registered providers and contractors; it is the main framework for London and is operational. It includes a standard form Development Partnership Agreement (DPA) that will reduce legal costs and avoid the need to negotiate with developers on content, since it forms the basis of the Panel. It does however allow for scheme specific amendments. It would therefore be preferable to opt for the GLA LDP framework, which offers a more competitive advantage by having 25 developers to choose from.

17. The council does nothing is not an option for the council as works are required as set out in paragraph 5.
18. The council has considered breaking the contract into Lots but this is not feasible for the size of contract. The development is to be located on one site.
19. There are 2 frameworks are available to the council to use, the National or London specific. However, it is not believed that the national framework for this project will benefit from these procurement routes. The benefit of the London specific option is that most of the developers would have gone through the prequalification stage of the OJEU process, resulting in a shorter period given the time constraints.
20. The council also sought legal advice on the project being delivered by regeneration to see if this project can be delivered within the Affinity Sutton contract. The Legal team's advice is that the developers cannot act as contractors for the Maydew project as there is no provision in the contract for the council to make additional payments beyond what is already being paid. This means that Maydew contract cannot be delivered via the Affinity Sutton contract.

Proposed procurement route

21. The GLA has developed a multi-supplier framework panel (the GLA LDP) to accelerate the release of public land for residential led development. The GLA LDP is expected to speed up the process of procuring a development partner(s), increase efficiency and reduce costs by pre qualifying suppliers under set terms and conditions.
22. The GLA LDP is made up of 25 panel members that provide a range of services necessary to the delivery of housing and associated infrastructure and is not only available to the GLA, but also to London's councils. The panel members were appointed to the LDP through a two stage restricted procedure in compliance with the Public Contracts Regulations 2006, advertised through a contract notice published in the Official Journal of the European Union (OJEU).
23. The GLA LDP commenced in May 2013 for a 4-year period until May 2017. The main objectives of the GLA LDP Panel are for the development of homes to include all activities necessary to construct homes and associated infrastructure including but not limited to specifically:
 - development and disposal of sites for residential use
 - development and disposal of mixed-use housing-led sites. Mixed –use elements to include community facilities, retail or commercial development ancillary to and in support of housing.

- Demolition, site remediation and enabling works to prepare sites for residential or mixed-use development.
 - Refurbishment of existing block.
 - Design and construction homes
 - Development of Extra Care accommodation
 - Self- build enabling as part of a larger development
 - Maintenance and site management.
24. Use of the GLA LDP framework agreement will enable the council to speed up the procurement of a development partner, increase efficiency and significantly reduce costs because suppliers have been pre-qualified under set terms and conditions, which meet council requirements.
25. Officers have considered the flexibility within the agreement to accommodate the council's aims without introducing procurement risk. There is scope to make scheme specific amendments to the department of the planning authority.

Identified risks for the procurement

Risk No.	Identified Risk	Likelihood	Risk Control
1	Insufficient market interest	Low	Soft market testing. Bidders day to promote programme. Develop proposals and packages that offer benefit/incentive to developer and are sufficiently detailed and clear, so that the developers can make an informed decision as to whether they wish to pursue this opportunity. Informal soft market testing has traditionally been undertaken with developers on many projects. LDP offers the opportunity to gain early advice and viability input directly and at no cost.
2	Employer's Requirements inadequate or diluted by development partner	Medium	Ensure a comprehensive quality and deliverable specification is issued, to this end, officers have commissioned a Southwark design and specification to inform the ERs. Ensure the DPA enshrines robust governance agreements and conditions. Establish a multi-disciplinary Project Team who will be able to provide specialist guidance to cover all areas required from the specification and deliverables.
3	Viability – Packages not viable	Medium	Procured a competent financial and property adviser to carry out development appraisal exercise. Developers level of return enshrined within the DPA, secure average on the title. Viability testing at agreed stages and confirmation that the entire

Risk No.	Identified Risk	Likelihood	Risk Control
			package is variable throughout the term of the development.
4	Do not achieve competitiveness and value for money	Medium	Tender is managed in a way that ensures a degree of competitiveness with quantity surveying and financial advice to scrutinise the content of packages and site proposals. Ensuring that the site is packaged, viable and attractive to the market, whilst guaranteeing value for money to the council.
5	Deadlock – Council and its development partner fail to agree	Medium	Ensure that conflict resolution/deadlock features within the DPA disincentives against disputes and gives sufficient comfort that neither partner has the power to override the other.
6	Developer's cost inflation to mitigate stall/failure due to administrative delays	Medium	DPA enshrines clear decision making protocol – including parameters around “reasonableness” that should give developers sufficient comfort. Effective use of existing processes to ensure efficient decision making by senior officers. Internal governance and approval arrangement are realistically accounted for in overall programme plan.

26. A performance bond is required for this project.
27. A Parent Guarantee will be required if the successful contractor has a parent company.

Key/non-key decisions

28. This is considered to be a key decision because it deals with a strategic procurement.

Policy implications

29. Building control approval will only be required for specific elements and as such will be sort by way of a Building Notice once work commences. Albeit we are in discussions with Building Control and will continue dialogue throughout the design process.

Procurement Project Plan (Key decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	11/2016

Activity	Complete by:
DCRB Review Gateway 1	05/10/2016
CCRB Review Gateway 1	17/11/2016
Notification of forthcoming decision - Cabinet	28/11/2016
Approval of Gateway 1: Procurement strategy report	13/12/2016
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	22/12/2016
Issue Notice of Intention (Applies to Housing Section 20 Leaseholder consultation only)	N/A
Completion of tender documentation	22/12/2016
Briefing Meeting	04/01/2016
Expression of interest of GLA LDP Panel Members	06/01/2017
Closing date for receipt of expressions of interest	13/01/2017
Sifting Process	20/01/2017
Completion of short-listing of applicants	13/03/2017
Invitation to tender to 6 tenderers	27/03/2017
Closing date for return of tenders	05/05/2017
Completion of any clarification meetings/presentations/evaluation interviews	19/05/2017
Completion of evaluation of tenders	26/05/2017
Issue Notice of Proposal (Applies to Housing Section 20 Leaseholder consultation only)	N/A
Forward Plan (if Strategic Procurement) Gateway 2	24/04/2017
DCRB Review Gateway 2:	12/06/2017
CCRB Review Gateway 2	15/06/2017
CMT Review Gateway 2 (if applicable)	N/A
Notification of forthcoming decision – despatch of Cabinet agenda papers	16/06/2017
Approval of Gateway 2: Contract Award Report	19/06/2017
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	26/06/2017

Activity	Complete by:
Debrief Notice and Standstill Period (if applicable)	N/A
Contract award	03/07/2017
Add to Contract Register	05/07/2017
TUPE Consultation period (if applicable)	N/A
Place award notice in Official Journal of European (OJEU)	N/A
Place award notice on Contracts Finder	10/07/2017
Contract start	21/08/2017
Initial contract completion date	29/08/2021
Contract completion date – (if extension(s) exercised)	N/A

TUPE/pensions implications

30. TUPE should not apply to the appointment of a contractor to deliver these works to Abbeyfield Estate and should not apply on the expiry of the contract, as the works will have been completed. TUPE implications would need to be reviewed should there be a change of contractor during the project term.

Development of the tender documentation

31. An Employers Agent Calfordseaden LLP has been appointed, who as part of their role, will undertake the responsibility for developing the tender documents. Technical designs requirements and specifications will be developed based on Southwark's Design Standards and Technical specifications. The Head of Investment, Delivery Manager, Project Manager in the Asset Management Team will work with the Employers Agent to develop the tender documentation. Other council officers and legal and procurement will also be involved to ensure smooth running of the procurement and to identify and resolve any key issues that may arise.

Advertising the contract

32. This is not applicable as the intention is to use a framework which has been previously advertised and procured. All providers listed on the framework will be invited.

Evaluation

33. The LDP guidance shall be followed, which is to undertake a three stage process:

Stage 1 - Expression of interest (EOI) to all members listed on the panel

Stage 2 - Sifting brief to those who submitted an EOI

Stage 3 -.Mini-competition between those selected through the sifting stage.

34. The GLA LDP framework allows for Soft market testing and early stage advice to be undertaken. It is the council's intention to hold briefing sessions, prior to the expressions of interest being issued where the council's proposals will be provided to all 25 developers on the framework and gauge interest levels and offer one to one briefings. This will ensure that the developers fully understand the scheme.
35. A Bidders' Day shall be held at the sifting process stage, for interested panel members. This generally involves presentations to the interested panel members on the development by the area team, consultants and local authority representatives. This could then be followed by a site visit, with the opportunities for discussions and questions.
36. Following response to the expression of interest a sifting brief using the framework's template will be sent to all interested parties. The sifting brief is not intended to be a prequalification exercise; rather it will focus on the specifics of the project and test the capabilities and experience of panel members in delivering the things that are critical to the success of the project. As such, panel members will be asked to provide method statements (500 word limit each) in response to questions which is likely to include the following aspects:
 - a) Response to financial assumptions
 - b) Approach to community consultation
 - c) Response to project objectives
 - d) Response delivery programme
 - e) Response to design standards brief.
37. The responses will be scored. The aim will be to sift down to reduce the number of companies interested in bidding. The sifting period will be 6 weeks.
38. The mini-tender return period will be 6 to 10 weeks.
39. There are two evaluation panels, one evaluating the financial offer and the other quality. Both panels will have a minimum of three members.
40. The evaluation of the tender returns will be based on 70:30 price/quality split.
41. The Quality shall be assessed using the criteria set out by the framework:
 - Quality and employer's requirement
 - Design approach consent
 - Project management and resources
 - Programme
 - Approach to gaining planning
 - Construction approach and technical proposal
 - Risk assessment
 - Health and Safety.
42. The financial offer shall be assessed using the criteria set out by the framework:
 - Sales values (The value the developers will achieve from the sale of the new homes)
 - Construction costs (The contract value and on-cost of the build)

- Overheads and profit (the compensation the developers expect from their investment).
43. A suitable model to evaluate price shall be established and detailed in the tender document.
 44. The overall score of price and quality added together will be used as the assessment to appoint the selected developer. The recommendation for award will be to the bidder scoring the highest overall combined score (Quality and price).
 45. The Employers Agent will submit a tender and value for money report with the conclusion reached by the panel.

Community impact statement

46. Southwark is a borough with high levels of deprivation, low income levels and high levels of housing need. Southwark's Housing Strategy 2009-16 identified a shortage of affordable housing in the borough, particularly larger homes. Households from black and ethnic minority communities tend to be those living in overcrowded, poor quality housing.
47. Cabinet recently agreed a new vision for the future housing strategy including a principle to use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
48. The proposal to increase the supply of affordable, good quality homes will benefit households in need from all Southwark communities, and will increase the Housing options available for older people and people with disabilities.
49. Those households in the vicinity of the new developments may experience inconvenience and disruption whilst works are taking place but such communities will benefit in the long term from the provision of new homes. Particularly as 50% of these homes will be let to existing families from the local area subject to an agreed local lettings policy.

Social value considerations

50. The Public Services (Social Value) Act 2012 requires that the council to considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured. The detail of how social value will be incorporated within the tender are set out in the following paragraphs.
51. The council's approach to procurement of the design, development and construction processes will ensure a requirement to maintain and improve sustainability to the project.
52. The homes will have to achieve the Code for Sustainable Homes Level 5 (CfSH5); measures will have to be taken at all stages of development to achieve this.
53. At design stage, requirements will be in place to meet sustainability specifications including the following:

- Energy efficiency
- Reduce carbon emissions
- Conserve water and energy
- Mitigate flooding risk
- Safeguarding biodiversity.

54. During construction the appointed contractor/developer will be required to adhere to guidelines outlined in the London Construction Guide which include and are not restricted to the following:

- Procuring and using material sustainably
- Selecting materials with low lifecycle impacts
- Using local materials
- Use of materials with high recycling
- Meet minimum standards set out in building regulations.

Economic considerations

55. The design brief for the new homes will be developed in consultation with the 'user client' officers and make it clear that the council is seeking developments that are not only attractive and functional in their design but also durable and easy to maintain with low running costs.

56. The council is an officially accredited London Living Wage (LLW) employer and is committed to ensuring that, where appropriate, contractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. The terms and conditions will be checked and if there is no provision for this it will be included and there may be an additional cost associated.

57. The council will be seeking the appointed contractor to participate in a local employment. The initiative will generally conform to any Local Government policy including requirements set-out by the GLA that generally will encompass the Contractor, wherever possible, being encouraged to employ local subcontractors and labour and shall involve the training and employment of local people. Such employment and training will be relevant to the needs of the local community. The contract will require the successful contractor to provide apprenticeships.

Social considerations

58. The new housing will provide high quality affordable housing for local people in need of accommodation. 50% of these homes will be made available to existing families in need on an agreed local lettings policy. The remainder will be made available to other households in need of accommodation from the council's housing register.

59. The new rented homes will be let at social rent levels.

60. The council conditions will also include an express condition requiring compliance with the blacklist regulations, and include provision to allow the contract to be terminated for breach of these requirements.

61. The council can exclude companies who break the law by blacklisting from public contracts if they are either still blacklisting or have not put into place

genuine past blacklisting activities. The council can require “self cleaning” which enables a potential contractor to show that it has or will take measures to put right its earlier wrongdoing and to prevent them from re-occurring and to provide evidence that the measures taken are sufficient to demonstrate it has:

- “Owned Up”: clarified the fact and circumstances in a comprehensive manner by actively collaborating with the investigating authorities
- “Clean Up”: taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct
- “Paid Up”: paid or undertaken to pay compensation in respect of any damages caused.

Environmental considerations

62. In line with the Energy and Carbon Reduction Strategy, the council will work towards the target reduction rate for new council build homes of 15% by 2022.
63. The council will aspire to achieve Code for Sustainable Homes Level 5, and therefore have to reduce carbon emissions, conserve fuel and energy as set out in Building Regulations (Part L) Value the Environment.
64. Specifications outline that there should be an efficient approach to waste management. At design stage there is direction for designers to exercise reasonable skill and diligence in the selection of materials. At construction stage contractors are required to minimise construction waste and maximise the use of recyclable/ reusable products and materials.
65. Specifications stipulated within the Employers Requirements will ensure that the development activity is controlled in a way that positively contributes to achieving sustainability.

Plans for the monitoring and management of the contract

66. The works will be overseen by the Investment Delivery Team in the Asset Management Division of the Housing and Modernisation Department. This will include the management and administration of the contractor’s appointment. The employer’s agent, Calfordseaden will carry out day-to-day contract administration, management and monitoring of this programme. Operationally, there will be a project manager, contract manager and customer relationship officer allocated to the project who will be responsible for monitoring the professional staff. This includes the successful contractor’s performance based on costs, time and quality. External building surveyors, clerk of works and quantity surveyor will also be allocated to the project. The employer’s agent Calfordseaden will ensure periodic monthly payments are submitted. Calfordseaden will value the work completed and if the quality is inadequate, this would then affect the amount.
67. Performance of the team will be subject to constant scrutiny and monthly formal reviews.

Staffing/procurement implications

68. The staff resources deployed to this procurement is sufficient to meet the proposed timetable.
69. The project will be resourced by existing staff, within existing budgets.
70. Officer time relating to the management of this project is funded from the capital budget for individual projects.
71. It is our intention to set a Project Team to ensure the efficiency and smooth running of the project.

Financial implications

72. The estimated value of the works and professional fees for Abbeyfield Estate HINE is £ 24,228,200

Abbeyfield HINE estimated tender value £22,000,000	IP or EP? (int. or ext. provider)	Internal works fee (%)	Internal works fee (£)	External works fee %	External works fee (£)	Total fees (£)
Contract Project Manager (CPM)		0.83%	0	0.62%	136,400	136,400
Lead Designer		1.52%	0	1.13%	248,600	248,600
Quantity Surveyor		1.85%	0	1.37%	301,400	301,400
Clerk of works		2.48%	0	1.84%	404,800	404,800
Principal Designer		0.30%	0	0.30%	66,000	66,000
Mechanical & Electrical Engineer(s)		0.52%	114,400	1.84%	404,800	519,200
Other specialist services – Asbestos Surveys – Mail outs	IP	N/A	N/A	LUMP	15,000	15,000
Project Management (Delivery Team)	IP	2.44%	536,800	1.81%	0	536,800
Total fees for this contract			651,200		1,577,000	2,228,200

73. The estimated cost excluding fees are made up as follows:

Maydew refurbishment	£13,850,000
Additional floors/units Maydew	£2,950,000
Re-provision Bede and new build	£5,200,000
Total	£22,000,000

74. The scheme's projected spent is as follows:

2016/17	1,211,410
2017/18	6,057,050
2018/19	6,783,896
2019/20	10,175,844
Total	24,228,200

Investment implications

75. Following approval of the report to cabinet in March 2012, provision has been built into the housing investment programme for the proposed expenditure by the re-profiling of the existing approved resources for the acquisition of leasehold properties at Maydew House and refurbishment to the estate.
76. The additional flats created by extending Maydew House vertically will be self-funding via proportional sale on the open market of void properties. This new-build part of the structure will provide additional resources for general needs housing as well as for sale, which, in turn will result in a lower proportion of the block as a whole sold that envisaged by cabinet on 20 March 2012.
77. The new build on adjacent land that will be made available by the re-siting of the Bede Centre within the curtilage of Maydew House will be funded from the yet to be identified resources for the new build council housing project.

Legal implications

78. This contract is classified as a strategic procurement and therefore Contract Standing Orders (CSO) Paragraph 4.4.2 (a) reserves the decision to the cabinet or cabinet committee to authorise the proposed procurement process, after consideration by the corporate contracts review board (CCRB) of the report.
79. CSO 3.3.2 provides that any procurement involving the use of a third party's framework contract is subject to the usual Gateway 1 procedures. This report therefore seeks approval to the use of the GLA's London Development Panel framework contract.
80. As the framework agreement has already been tendered in accordance with the EU regulations, the council is not required to undertake a separate EU tendering exercise. The procurement strategy proposes the carrying out of a mini-tendering exercise between suppliers who are parties to the GLA's London Development Panel framework, as is set out in paragraphs 34 – 45 of the report, and which should enable a best value solution to be agreed with a preferred provider.

Consultation

81. Local residents will be consulted at each stage of proposals. Ward Councillors are being fully briefed prior to any public consultation and their comments and feedback incorporated in any initial proposals. Council Officers will meet with T&RA groups following Councillor briefings.

Other implications or issues

82. None.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

83. The strategic director of finance and governance notes the recommendations in this report for the revised procurement strategy for development partners for the Abbeyfield Estate HINE (Maydew House) works.
84. The estimated costs of the scheme are included in the financial implications, including the profile of anticipated spend. These costs will be confirmed at the GW2 contract award stage.

Head of Procurement

85. This report is seeking approval to procure development partners for the Abbeyfield Estate HINE (Maydew House) works.
86. The procurement options considered and discounted for this procurement are contained in the report and conclude that the best option is to carry out a mini competition through the GLA multi-supplier framework panel (the GLA LDP)
87. For contracts of this size and nature, the EU regulations apply. The proposed procurement route, (GLA LDP) is an EU compliant route for procurement, provided the rules supporting the operation of the framework are adhered to. The report confirms that the framework guidance will be followed.
88. The procurement timeline is reasonable and achievable provided adequate and appropriate resources are available as and when required.
89. The report confirms that a project team shall be set up for this project. It is important that robust governance arrangements for the project are in place to ensure successful delivery.

Director of Law and Democracy

90. This contract is classified as a strategic procurement and therefore Contract Standing Orders (CSO) paragraph 4.4.2 (a) reserves the decision to the cabinet or cabinet committee to authorise the proposed procurement process, after consideration by the corporate contracts review board (CCRB) of the report.
91. CSO 3.3.2 provides that any procurement involving the use of a third party's framework contract is subject to usual Gateway 1 procedures. This report therefore seeks approval to the use of the GLA's London Development Panel framework contract.

92. As the framework agreement has already been tendered in accordance with the EU regulations, the council is not required to undertake a separate EU tendering exercise. The procurement strategy proposes the carrying out of a mini-tendering exercise between suppliers who are parties to the GLA's London Development Panel framework, as is set out in paragraphs 34 – 45 of the report, and which should enable a best value solution to be agreed with a preferred provider.

Director of Exchequer (For housing contracts only)

93. The council has bought back all the sold flats in Maydew, so there are no service charge implications for this contract. Further HINE work to the other blocks on the estate (Thaxted and Damory) will be service chargeable, and so will need to be carried out under a separate scheme so that statutory consultation with the leaseholders can be carried out.
94. Vacant units which are sold with a view to funding the project will need to be sold on similar terms to the current right to buy leases to allow the future management of the block and construction, billing and collection of service charges.
95. There are garages under Maydew House which will be demolished as part of the work to the block. These garages have been unoccupied (and unlettable) for a considerable period of time, with a consequent loss of income. As there is no proposal for reprovision of the garages there will be a loss of amenity to the area.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None		

APPENDICES

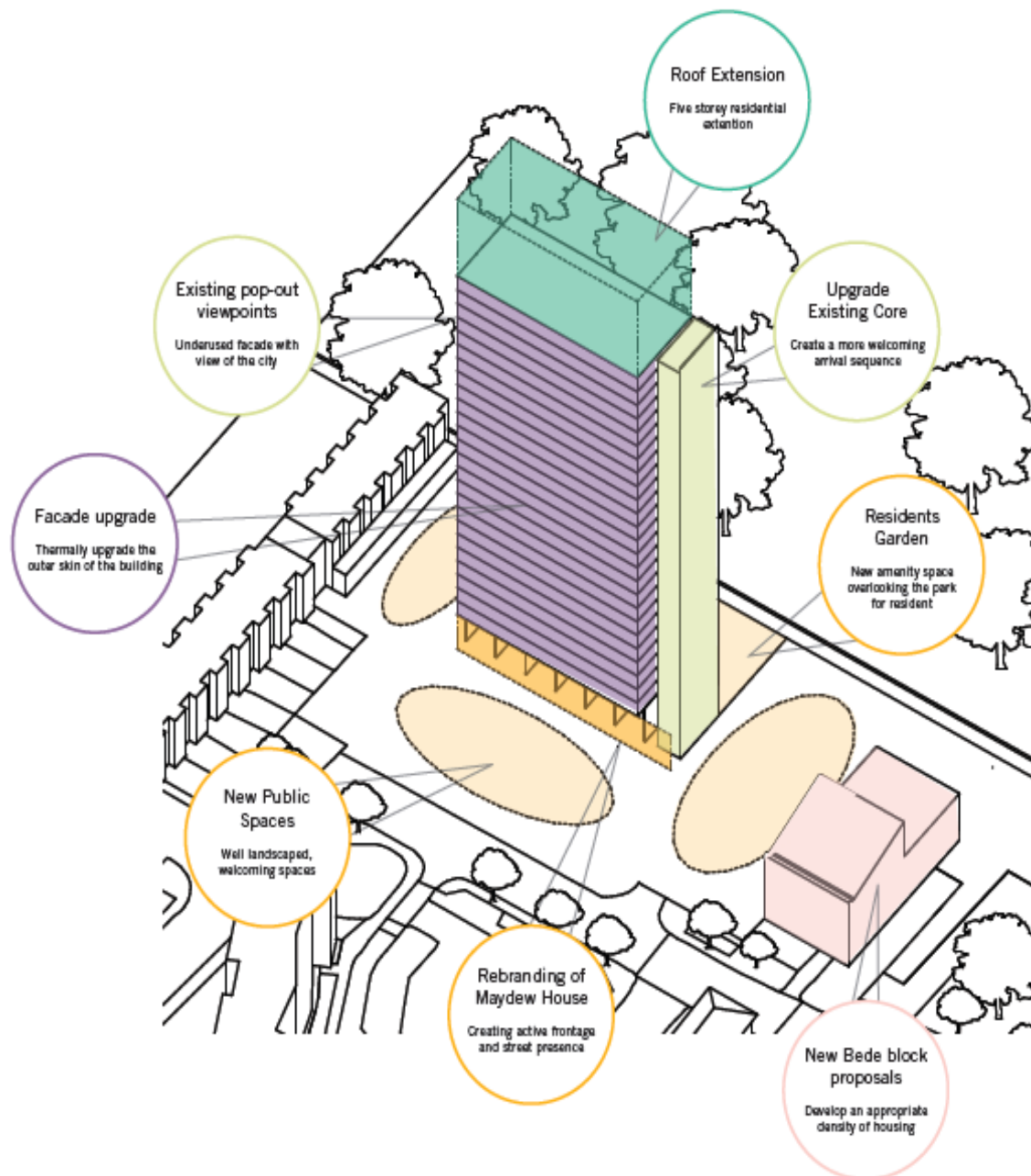
No	Title
Appendix 1	Design proposals

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing, Councillor Mark Williams, Regeneration and New Homes	
Lead Officer	David Markham, Director of Asset Management	
Report Author	Kevin Orford, Project Manager	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (For Housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 December 2016

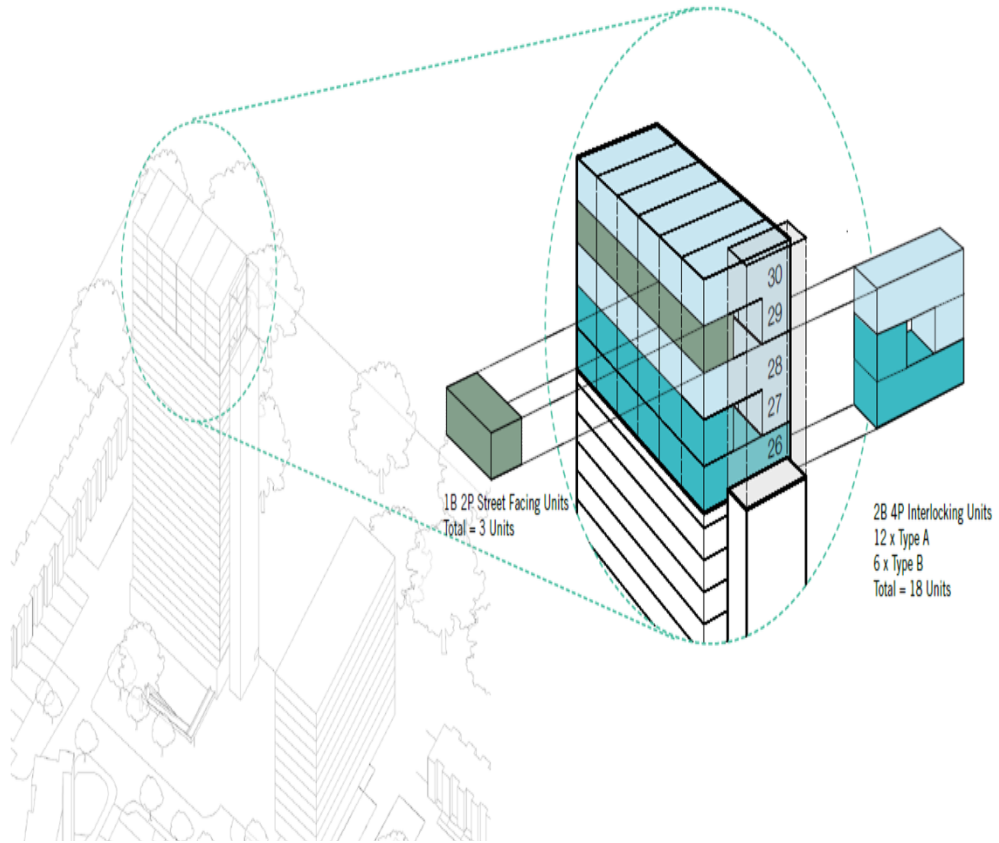
Abbeyfield Estate HINE (Maydew House) Works

Architects Drawings



Abbeyfield Estate HINE (Maydew House) Works

Proposed 5 Storey Extension.



Abbeyfield Estate HINE (Maydew House) Works

Proposed Street Elevation



Street Elevation

Item No. 18.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Resettlement of Syrian Refugee Households	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John, Leader of the Council	

FOREWORD – COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

Syria is the biggest humanitarian and refugee crisis for the world to face for some time. Millions are suffering with men, women and children being displaced contributing to a large scale refugee crisis. The response from the public in Britain and around the world is overwhelmingly one of hospitality and support – extending the hand of friendship to our Syrian neighbours.

I have been unequivocal in pledging the council’s support to Syrian refugees who come to Southwark. We have made the offer to the Government who have been coordinating the housing of refugees coming to the UK, but to date, the Government has not taken up our offer.

Southwark remains willing to help but with the high cost of housing in London, the Government has chosen to prioritise housing refugees away from London. We have therefore been exploring ways to make good on our commitment to resettle Syrian refugee households within Southwark, whilst minimising the impact on the already stretched council resources and the local demand for affordable housing. I am really pleased that the Salvation Army, with the support of Citizens UK have come forward with local accommodation for families. This will enable us to make a formal offer to the Government for a local authority led model using their accommodation with the ambition to rehouse five Syrian refugee households a year for the next five years.

Southwark’s response will not solve the refugee crisis, or the war in Syria, but by supporting around twenty five households over the next five years we will ensure that we help to play our part in providing safe refuge to some of those most in need.

RECOMMENDATIONS

1. To agree an overall ambition to rehouse five Syrian refugee households a year for the next five years (2017-2021).
2. To instruct the Strategic Director of Housing and Modernisation to make a formal offer to the Home Office to resettle five Syrian refugee households in Southwark within the next year (phase 1). This offer would be based on the local authority led model, utilising the offer of accommodation from the Salvation Army, and support from Citizens UK.
3. To instruct the Strategic Director of Housing and Modernisation to bring a report back to cabinet at the end of 2017 on the plan for housing the phase 2 households, taking account of any changes in the housing market. This will include

identifying opportunities with our community partners where possible.

4. To instruct officers to set up a Southwark Syrian Refugee Multi Agency Working Group to:
 - Develop the formal offer to the Home Office
 - Ensure the arriving households receive the full range of support required.
5. That Members note that phase 1 of the scheme will be fully funded by central Government. There may be financial pressures for phase 2 dependent on the tenure(s) used. These are set out in paragraphs 22 to 28.

BACKGROUND INFORMATION

6. The conflict in Syria began over five years ago and continues today with no signs of imminent resolution. In September 2015 the Government declared that the UK would resettle up to 20,000 refugees during 2015 to 2020. The Leader stated that Southwark “stands ready to do whatever is necessary” to help refugees fleeing a humanitarian crisis in Syria.
7. In September 2016, the Government declared it had secured 20,000 local authority places. However the LGA (Local Government Association) website states that *“government has indicated that a local authority that has not yet pledged any places but wants to get involved can still indicate their wish to participate. This allows government to ensure new arrivals can be settled in the places that can best meet the needs of families and because the VPR (Syrian Vulnerable Person Resettlement scheme) is not the only resettlement scheme with which the support and assistance of local authorities is needed.”*
8. Across the UK around 2,800 Syrians have been resettled in the UK (as of September 2016). However these have been mainly outside London. Many London boroughs have made political commitments to resettle households but have struggled to turn this into firm places, mainly due to high private rents and significant demand for affordable housing. Islington and Camden have taken the lead to date in accepting eight households each, followed by Barnet and Lambeth with three households each. In London the accommodation has been mainly provided in the private rented sector with a growing number of properties offered through Citizens UK and other voluntary sector groups.
9. The council and our partners have been exploring ways to make good on the public commitment to resettle Syrian refugee households within Southwark, whilst minimising the impact on already stretched council resources and the significant demand for affordable housing. On the 14 November 2016, the Leader met with the Southwark Refugee Welcome Group (a group of local residents working to welcome refugees to the borough) and Southwark Citizens (an alliance of community organisations working together for the common good) which are both local branches of national organisations to discuss potential options. The Salvation Army has offered four 3-bedroom flats and one private rental property, which they confirmed at their public meeting on the 16th November 2016. Following this meeting, the Leader has indicated that the council will seek to rehouse five families a year for the next five years subject to cabinet approval and the crisis in Syria continuing.

KEY ISSUES FOR CONSIDERATION

The overall offer to the Home Office

10. The situation in Syria is a significant humanitarian crisis. Other local authorities across the country are doing their bit to help these desperate households and Southwark Council has already made a public commitment to do the same. There will be costs to the local authority in resettling households and providing support (as identified in this report), and other possible impacts on communities. However, the households who come to Southwark are likely to play a positive role in the borough in future years, through contributing to our local economy and our communities.
11. Cabinet is asked to agree recommendation one to agree the commitment to resettle five refugee households in year one (phase 1), and up to a further five households a year for the subsequent four years (phase 2).

Agreeing the appropriate model for Southwark (for phases 1 and 2)

12. All resettled refugees are granted five years humanitarian protection status and access to public funds (including Local Housing Allowance) and the labour market. The government has indicated that at the end of the five years, the households will be eligible to apply for permanent settlement in the UK. Resettled families are vulnerable people fleeing conflict.
13. In London accommodation has been mainly provided in the private rented sector with a growing number of properties offered through Citizens UK and other voluntary sector groups.
14. Under the initial local authority model the local authority receives funding for each individual resettled in the borough. Funding is tapered at £8,520 in year 1, £5,000 in year 2, £3,700 in year 3, £2,300 in year 4 and £1,000 in year 5 (£20,250 per person over 5 years including children). This funding is in addition to housing benefit (up to local housing allowance levels) and other welfare benefits. Additional funding is available for education (£4,500 for ages 5-18 and £2,250 for 3-4s). Health funding is also available but has to be claimed by the Clinical Commissioning Group (CCG). The indication from Islington Council is that this equates to around £2,600 per individual.
15. The local authority must then provide as a minimum:
 - A meet and greet service at the airport and escorted transport back
 - A resettlement service
 - One year's secure furnished accommodation in the private or social sector
 - Assistance and support in accessing welfare benefits
 - An initial welcome pack containing basic food and a cash payment of £200 per person
 - A case worker for one year, responsible for signposting and coordinating

education, employment and other integration services as set out in a “personalised support plan”.

16. The alternative model is the full community sponsorship model, which enables community groups to become directly involved, carrying out most of the activities identified above under the local authority model. In addition, they would have to provide:
 - Housing on a two year lease, which is furnished, in a proper state of structural repair, and able to meet the needs of the household. If the cost of accommodation exceeds the LHA the organisation will also be required to cover the additional cost.
 - English language tuition and employment support for the first year.
 - At least £9,000 to support a resettled family.
 - It is also not also clear whether funding would be allocated to local authorities for health and education as per the local authority model.
17. Due to the uncertainty and lower funding under the full community sponsorship model, officers are strongly of the opinion that the local authority led scheme is the best option, whilst still maximising the opportunities for joint working with our community partners. Therefore this is contained in recommendation one.

The accommodation offer

18. The highest demand across the Syrian Refugee Resettlement Scheme is from larger families for accommodation of three or more bedrooms. However it is a challenge to find private rented properties of these sizes within the Local Housing Allowance rates in London. The Home Office agreed with the UNHCR (the UN Refugee Agency) to remodel the cohort profile for London to take smaller families of 3-4 people and people with more complex needs.
19. There is an extremely high demand for affordable housing in Southwark. The borough is already experiencing difficulty in securing accommodation in the private rented sector at LHA levels. The freezing of the Local Housing Allowance for four years, and the overall capping of benefits for non working households to £23k from November 2016, will mean that it will become increasingly more difficult to find private rented properties below LHA levels. The resettled families will have the right to work, however there is no guarantee of them finding work, at least initially. Therefore the benefit cap is an important factor to model into the overall financial projections.

Phase 1

20. In November 2016 the Salvation Army generously offered to accommodate up to five households in their own accommodation portfolio. This comprises four 3-bed properties, on the edge of the Salvation Army campus in Camberwell, and a separate private rental sector property. All five properties have been offered to the council on a five year basis. Exact rents are still to be fully negotiated but are likely to be at or close to Local Housing Allowance levels. The housing costs will be covered by the LHA and the Home Office funding, so this will therefore be

cost neutral to the council. The Salvation Army has already partnered with a local hospital helping to resettle newly arriving medical practitioners, and the offered properties are included in this cluster of residential accommodation.

21. The four properties owned by the Salvation Army have been visited by the council and are of a high standard. One of the properties has been fully adapted for use by a disabled household. The private property has been gifted to the Salvation Army but will need to be inspected to ensure it meets the council's temporary accommodation standard.

Phase 2

22. To fulfil Southwark's commitment under recommendation 1 up to five further properties a year would be required for the next four years after phase 1. As the accommodation provided under phase 1 would be temporary accommodation, there should be scope to re-use some of those properties as the households move on. However the council will need to identify some further properties to use.
23. If the council were to meet this need in the private rented sector (as in most other local authorities) the borough is likely to incur significant additional cost from covering the difference between the Local Housing Allowance/benefit cap and the private rent. Under the terms of the scheme, the arriving household can receive housing benefit up to Local Housing Allowance levels. However this is already well below most private rents in Southwark and has been further frozen for four years by central government. In addition, until the arriving household finds work, they would be affected by the benefit cap. The resettled families will have the right to work, however there is no guarantee of them finding work, at least initially. The benefit cap has just been reduced to £23k annually in London. These benefit changes will result in it becoming increasingly difficult to find private rented properties at or below LHA levels.
24. Initial modelling suggests that for a 4 person household (couple, son of 9, daughter 11) placed in a private rental sector 3 bed, it would cost the council an additional £32K to resettle the household in a median rent property over 5 years. Rehousing 20 such households would cost about £639k (or £15K or £301k based on the lower quartile). While rents are lower for smaller properties, the council would receive less per individual funding from the Home Office for a smaller household, so costs are broadly similar. The private rented sector is an expensive solution to resettle households, especially until they find work and the benefit cap is removed.
25. The council sector would be a more affordable option given that the rent is fully covered by the LHA, and would be within the benefit cap. For a 4 person household (couple, son of 9, daughter 11) placed in a council 3 bed, the council could potentially bring in £61.6k over five years, or £1,231k for twenty such households. However this would need to be balanced off against the opportunity cost of not using this property, such as for another household in temporary accommodation in the private sector. Looking at a worst case scenario, the average loss on the most expensive temporary accommodation supply (nightly let) was £8,500 per year (though temporary accommodation costs vary considerably by the type of unit). After factoring in the temporary accommodation costs, the council sector route could still result in an income of £381K, which could be used to provide additional support.

Tenure	Income from Home Office	Costs over 5 years	Net cost	20 families	TA cost over 5 years	Cost/surplus 20 families
Private Rented Sector	£82,080	£-114,018	£-31,938	£-638,760	£-850,000	£-1,488,760
Council property	£82,080	£-20,500	£61,580	£1,231,600	£-850,000	£381,600

26. If council accommodation is used for phase 2, there may be a need to use a fixed term tenancy or a new fixed term secure tenancy as per the changes in the Housing and Planning Act 2016. This issue is explored in the policy implications section in paragraph 36.
27. Any use of council accommodation will have an impact on the supply of council housing available for those applicants on the housing register, although the a maximum of five lettings a year (and potentially less due to households moving-on) would only represent a very small proportion of the council's overall lettings per annum.
28. Agreeing the accommodation offer for phase 2 will be complex. It may also be subject to change depending on circumstances in the housing market. We will continue to work the voluntary sector and other partners to obtain lower cost properties and to explore developing a blended approach that minimises costs to the council. For phase 2, officers will bring a report back to cabinet to agree the plan for resettling phase 2 households, following a thorough analysis of the different available tenure options

The support offer

29. Nominated families and individuals are likely to have significant support needs, especially initially. In addition, as these are individuals and households fleeing conflict, and due to the process of nomination, they are likely to contain household members with issues relating to mobility, medical, psychological and learning difficulty. There are also likely to be language issues.
30. The offer to the Home Office will need to state the level of support that the Borough will be able to accommodate. In exceptional cases additional funding is available on a needs basis for severe health, mobility, social care problems and adaptations. The Government categories are:

1	Non-complex case: those with no special needs or requirements
2A	Mobility issues: people who are wheelchair users or who have other disabilities including missing limbs or who have restricted movement
2B	Serious medical: people who require surgery or ongoing medical treatment for life threatening conditions (e.g. cancer, dialysis)

2C	Psychological: people suffering from mental illness or those where a need for immediate psychological support is specified in the HAP
2D	Special educational needs: children with disabilities or learning difficulties
3	Large families: family groups made up of 7 or more people

31. There will be a need to ensure arriving households are quickly linked in with health, social care, education, employment, benefit support etc. Some level of bespoke services may be needed which would need to be factored in when commissioning resettlement and support services. This work will be coordinated by the Community Support team and sit alongside the NRPF Unit (No Recourse to Public Funds), partnering with community groups where possible. While Syrian refugees under the resettlement programme will have access to public funds the Community Support team has the most direct experience of supporting these types of newly arriving households. Working with community partners will also help to reduce the resource impact on the council and maximise the use of the skills and expertise of our partners in supporting vulnerable households.

The Syrian Refugee Multi Agency Working Group

32. As per recommendation 4, cabinet is requested to agree to instruct officers to set up a Syrian Refugee Multi Agency Working Group (including representatives from housing, health, education, social care, community safety, benefits, DWP, any procured resettlement services, and other third sector agencies). This would report to the Strategic Director of Housing and Modernisation and Strategic Director of Children's and Adults.
33. The purpose of this group will be to oversee the successful delivery of Phase 1, to consider any emerging issues and the strategic response to them, and to oversee the development of Phase 2.

Policy implications

34. There are no policy implications arising from phase 1 of this report.
35. Under phase 2 there are potential policy implications to resolve if a decision was made to use council properties. These policy implications would need to be addressed as part of the plan for housing phase 2 households. This plan would need to include a thorough analysis of the legal rules in regards to using council properties as temporary accommodation. A fixed term tenancy may need to be used which would create a need to review the council's Tenancy Strategy. In future, under the Housing and Planning Act 2016, the council will be unable to issue secure lifetime tenancies except in limited circumstances, as set out in regulations (such as forced moves). Once the regulations are published, a formal decision on the council's Tenancy Strategy will need to be agreed. Should these changes not yet be enacted in a year's time there is the option to use flexible tenancies of fixed duration (under a power inserted by the Localism Act in the Housing Act 1985) but this would require a formal decision and a variation to the tenancy strategy. This report would consider the full policy implications as required.

Community impact statement

36. Southwark is already a diverse borough and the diversity of our community is one of our most valued assets. Given the significant international migration in to the borough, an additional five households a year is unlikely to have a significant impact on the borough. However, as the households will be fleeing a war zone, they are likely to have significant support needs, including potentially psychological issues. Therefore it is essential that sufficient tailored support is considered for each potential household. This would be part of the role of the Southwark Syrian refugee multi-agency group.
37. There is currently broad public support for resettling Syrian refugees, however there are many households in desperate housing need within Southwark. Care needs to be taken to ensure communities understand how and why these decisions are being taken, especially if social housing is used in phase 2. This will also need to be considered in further detail by the Southwark Syrian refugee multi-agency group.

Resource implications

38. The resettlement will require a level of staff resourcing, for organising and attending meetings of the Southwark Syrian refugee multi-agency panel, and in liaising with the Home Office about the resettlement offer. Southwark's involvement in the multi agency panel will be covered by existing resources. There may be need to commission some additional services dependent on the needs of the specific households but this cost would be met using the funding from the Home Office. There could be a slight impact on factors such as school places. This will be fully considered by the Southwark Syrian Refugee Multi Agency Working Group in deciding who we can offer places to.

Legal implications

39. Supplementary advice from the Director of Law and Democracy is included in paragraphs 42 to 46. The legal implications will be kept under review throughout the development of the proposals.

Financial implications

40. Phase 1 will use properties volunteered by the Salvation Army. Exact rental arrangements are still to be finalised but housing costs will be fully covered by Local Housing Allowance and Home Office funding. This will therefore be cost neutral to the council. The costs of support will be fully funded by the Home Office using the funding attached to the Syrian refugee resettlement programme. There may be financial pressures for phase 2 dependent on the tenure(s) used, as set out in paragraphs 22-28. These implications will be included in the phase 2 cabinet report.

Consultation

41. This offer to the Home Office will make a significant difference to the lives of up to twenty five Syrian refugee households, but due to the small scale will have a minimal impact on the borough overall. Therefore there are no plans to consult further on this proposal.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

42. Participation in the Syrian Resettlement Programme is voluntary and is a matter for decision by each local authority. The local government association has produced a guide for local authorities ('Syrian refugee resettlement – A guide for local authorities') to assist authorities in making an informed decision about taking part in the programme.
43. As indicated in the report government funding is available. This will be in accordance with the most recent funding instruction (FI) from the home office and will be subject to any future changes.
44. Authorities deciding to participate in the programme must satisfy the Home Office that the authority has the relevant services and infrastructure in place; this will include (although not limited to) housing and social care.
45. If the proposal for the use of council housing is to be taken forward as an option for accommodation for resettlement purposes, the legal implications will need to be fully considered and addressed during the development of proposals.
46. When considering the recommendations in this report members must give regard to the public sector equality duty conferred by the Equality Act 2010. This requires the council to consider all individuals when carrying out its functions. Specifically, to have due regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity and foster good relations between people with protected characteristics and those who do not. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The PSED also applies to marriage and civil partnership, but only in relation to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct. The duty is a continuing one and will need to be reviewed throughout the development of the proposals.

Strategic Director of Finance and Governance

47. The report seeks approval to make an offer to the Home Office of resettling five Syrian refugee households and the subsequent ambitions over the next five years. The Salvation Army has offered accommodation for families in the first year with the expectation that the council will provide accommodation for the second year onwards.
48. Paragraph 14 of the report outlines the tapered Home Office funding. The make up of households and specific accommodation costs are unknown and the council will need flexibility in meeting the challenges that the proposals present. The financial modelling ranges from a potential net cost of £639,000 to £1.2m of additional income should council property be exclusively chosen. The report acknowledges potential additional costs of participating in the resettlement scheme in the likely increase in temporary accommodation usage. It calculates the maximum additional cost at £850,000. Policy choices will be the significant factor in determining the actual costs of the proposal, particularly concerning the type of accommodation the council offers in Phase 2.

49. The report notes the need to create a specific multi agency working group to develop the offer and provide the required support to each household. This is assumed to be achieved within existing budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Syrian refugee resettlement - A guide for local authorities	160 Tooley St	Robert Weallans 0207 525 1217
Link: http://www.local.gov.uk/documents/10180/7632544/1.11_resettlement_guide_08.pdf/cc6c7b51-23a8-4621-b95c-a30bc3da438e		
Full Community Sponsorship – Guidance for prospective sponsors	160 Tooley St	Robert Weallans 0207 525 1217
Link: https://www.gov.uk/government/publications/apply-for-full-community-sponsorship		
Syrian refugees and the UK response – House of Commons Library	160 Tooley St	Robert Weallans 0207 525 1217
Link: http://researchbriefings.files.parliament.uk/documents/SN06805/SN06805.pdf		
Initial modelling of the estimated costs of resettling Syrian refugee households in different tenures under phase two	160 Tooley St	Robert Weallans 0207 525 1217

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of Southwark Council	
Lead Officer	Gerri Scott, Strategic Director of Housing and Modernisation	
Report Author	Robert Weallans, Housing Strategy Manager	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 December 2016

Item No. 19.	Classification: Open	Date: 13 December 2016	Meeting Name: Cabinet
Report title:		Strategic Coordination of Council Commissioning	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Barrie Hargrove, Communities and Safety	

FOREWORD – COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR COMMUNITIES AND SAFETY

The council, together with our partners, is committed to commissioning that delivers high quality services that have a positive impact for our residents. Improving co-ordination with a council-wide approach is much needed during this period of a reducing council budget and as part of what the council is doing to deliver our Fairer Future promises. This approach is timely and closely linked to the vision contained in the new Southwark voluntary and community sector strategy ‘Common Purpose Common Cause’.

The new arrangements for co-ordination will be implemented taking account of a number of important principles. These include encouraging local sourcing and employment, being open, honest and accountable in how we commission and working with our partners to make the most of opportunities for getting social value from the services. Spending the money as if it were coming from our own pockets is the council’s promise to making public money deliver better outcomes. Improved co-ordination will build a better understanding of what the outcomes are and how effective they are in creating a safer and fairer Southwark.

RECOMMENDATIONS

That Cabinet:

1. Approves the council-wide approach to improve co-ordination of commissioning across the council and with key partners, consisting of:
 - A council-wide senior officer commissioning board to oversee the planning and co-ordination of commissioning intentions and activity and strengthen the governance arrangements around voluntary sector commissioning
 - Commissioning principles that align with the Fairer Future Procurement Strategy and deliver high quality services, encourage local sourcing and employment, being open, honest and accountable, spending money as if it were coming from our own pockets, contribute to reducing inequality through added social value and are focused on delivering outcomes
 - The implementation of a more consistent and efficient approach to how the council works across departments, bringing commissioners together in the council and with our partners to improve co-ordination, remove duplication and build commissioning expertise
 - The emerging council and NHS Southwark Clinical Commissioning Group

(CCG) partnership commissioning team, leading on mental health, children and young people, older adults and complex needs mainly through contracts

- In line with our new Voluntary and Community Sector (VCS) Strategy 2017-2022, the adoption of an outcome-based commissioning model centered on a “common outcomes framework” – a set of benefits for the whole community against which council, CCG and VCS plans will be aligned and measured;
- In line with our new VCS Strategy 2017-2022, changing the way that the council uses contracts and grants with a proportionate balance between longer funding cycles and shorter term innovation projects.

2. Instructs officers to implement the changes set out in this report.

BACKGROUND INFORMATION

3. This report reviews the internal co-ordination of arrangements through which the council commissions activity and services from the voluntary and community sector. It also looks to how we will work to strengthen the integration of council commissioning for social care with health commissioning undertaken by NHS Southwark CCG, using a partnership approach, to drive greater efficiency and a local, population-based focus. The new strategy, which was approved at November cabinet, provides an important opportunity focus attention on agreed key outcomes that speak to council, voluntary and community sector and health partner priorities, at a time of severe financial reductions across each sector.
4. The government’s austerity policies and funding reductions have fallen heavily on local authorities, including Southwark. The council has prioritised delivering services more efficiently than making cuts to services, and has achieved this through a mix of approaches including bringing services in-house and outsourcing to private and voluntary and community sector organisations.
5. The Local Government Association predicts that by 2020 councils will confront a funding gap of £16.5bn.
6. Southwark Council is facing reductions of at least £30m per annum for the period 2016-19.
7. The Health and Social Care Act 2012 introduced Clinical Commissioning Groups (CCG) which now hold more than 60 per cent of NHS budgets. The same Act created Health and Wellbeing Boards as local partnerships for strategic collaboration among health bodies, local authorities and voluntary organisations.
8. Since 2013 public health budgets have been held by local authorities with priorities being set locally and with a focus on supporting people to make informed choices to promote health.
9. In July 2014 the Southwark Health and Wellbeing Board approved the creation of an independent early action commission. The resulting Southwark and Lambeth Early Action Commission (EAC) responded to the Council Plan commitment to establish a commission to enhance the vital work of the voluntary and community sector.

10. The broad aim of the EAC was to make a series of recommendations about how organisations such as the local council, NHS, police and voluntary sector can work together to prevent problems that damage people's lives and trigger future demand for services.
11. The council also supports preventative activity through its procurement activities, with the new procurement strategy including a focus on ensuring social value and community benefits through our commissioning, taking into account the Public Services (Social Value) Act 2012.
12. This report responds to the commitment made by the council in its response to the EAC report to review its commissioning arrangements.
13. To ensure a co-ordinated and more strategic council wide and CCG approach to the VCS, officers have been working towards bringing together commissioning from across the council and to include a significant part of services currently commissioned by the CCG.
14. The intention is that it will result in improved co-ordination, reducing duplication and transactional costs and give a better understanding of the totality of services that are provided, both statutory and discretionary. This will inform the 2017-2018 budget round and beyond.
15. An overview of commissioning spend in 2015-16 shows expenditure totals £32m on grants and contracts with the VCS alone.
16. Whilst there are a number of services commissioned by the council from private providers, such as those in the social care sector, this report primarily addresses the arrangements for commissioning services provided by the VCS.
17. The recommendations in this report have been informed by key messages from:
 - The overview and scrutiny committee's examination of commissioning
 - The Local Early Action Report and responses from the council, the CCG and VCS
 - The new tri-partite strategy 'Common Purpose: Common Cause Southwark Voluntary and Community Sector Strategy 2017-2022'
 - The Public Services (Social Value) Act 2012.
18. The internal audit of grants to voluntary organisations that took place in 2015 also sets out a framework of required standards and practices to ensure transparency, fairness and consistency in grants commissioning across departments. These requirements underpin the council's approach to commissioning the VCS. Where specific audit recommendations touch upon any of the key issues for consideration these are directly referenced.
19. The National Audit Office recommends 1-3% investment of overall contract value in contract monitoring and management. Further work will be needed to establish the level of investment in contract monitoring and management and grant monitoring required as reductions in staffing in commissioning teams takes place

and take account of proposed further changes.

20. Commissioning is the whole process through which Southwark and other public bodies identify and deliver services when these are not to be delivered directly in-house. It involves assessing need, borough wide, neighbourhood or estate based level as well as for particular population segments and commissioning services to meet those needs, or inviting proposals for the provision of services identified as required by the local community.
21. The new VCS strategy has been developed in line with the council's refreshing of its Council Plan 2014 to 2018. The council has worked jointly with NHS Southwark CCG to set out a fresh Five Year Forward View of health and social care to 2021. The strategy identifies key areas of alignment with Council Plan and Clinical Commissioning Group (CCG) Five Year Forward View Priorities.
22. It sets out a new deal between the VCS and its public and private sector partners, where impact is measured by the contribution made to establishing and sustaining strong and flourishing communities.
23. The vision for this strategy is to create a sustainable, confident and resilient VCS that works in collaboration with public and private partners to create a safer and fairer Southwark.
24. Within the strategy are actions which will add value to the Council Plan and CCG Five Year Forward View priorities. These include:
 - Agreeing a set of core outcomes for the benefit of the whole community against which impact is measured and aligned against council and CCG plans
 - More responsive and joined up ways of working using existing structures to harness the power of and knowledge of local communities to help reduce the impact of reductions in local authority and NHS resource
 - Changes to the council and CCG commissioning approach.
25. The strategy is described as a new deal with duties and obligations on both sides. There is an expectation from the VCS of improved collaboration and co-production on the part of the council and CCG. The council and CCG expectation is that in return for funding the VCS will be accountable for the delivery of agreed outcomes and will be able to demonstrate impact. The joint development of the core outcomes for the benefit of the whole community will provide more clarity about what is to be delivered
26. Services are increasingly awarded, whether through grants or contracts, on the basis of desired outcomes. Agreeing the core outcomes will be one of the first strategy work streams to be implemented and the new co-ordinated commissioning approach will enable alignment of commissioning intentions and a clearer shared understanding of what is being delivered.
27. One theme that has been strongly re-affirmed is how commissioning can enable innovation to thrive as a way of identifying and responding to people's needs. The focus on innovation and collaboration as a key policy driver is not new. What has changed is an increasing cross-sector consensus that a target driven

and quantitative approach to delivering outcomes may not deliver the best results for residents.

28. It is vital with the current severe pressure on budgets that commissioning practice delivers best value, social value and innovation. Competitive practices that are beneficial when there is an established market of potential suppliers, do not deliver any tangible benefits when no competition exists and are likely to be more onerous and resource intensive for all involved.

KEY ISSUES FOR CONSIDERATION

29. The purpose of this report is to review the internal arrangements by which the council funds VCS organisations. It recognises that while the council and our partners need to adjust to a world where public funding is reducing dramatically we need to develop a stronger working relationship with the VCS to meet the significant challenges that we face.

The drivers for change

30. There are three key drivers for changing the way the council commissions the VCS. These are :
- The scale of the financial challenges that the council faces means that we need to reduce the transactional costs for the council and the sector and bring even greater focus on efficiency, value for money, clear and measurable outcomes and partnership working.
 - In the past the council had a highly decentralised system of commissioning. This led to duplication, multiple processes, numerous commissioning plans with insufficient connection to the Council Plan or other joint strategic priorities, no overall picture of the spend or the totality of the relationship with the VCS. The result among other issues was high transactional costs for both the council and the VCS. Over the past five years much work has taken place to streamline and gain an understanding of the overall picture and level of expenditure. However, there are still examples of duplication and inconsistency. The more co-ordinated partnership approach set out in this report is the next step in addressing this.
 - The agreement of the tripartite Voluntary and Community Sector Strategy by the council, the CCG and the VCS is the first step in a new relationship with the VCS with for example a common outcomes framework and clearer links to council and CCG plans. This demands a clearer and more consistent oversight of activity across the council and with our partners in the voluntary sector.
31. As funding reductions have taken place at the council staffing resources have reduced as have the financial resources available for commissioning external services. Some reorganisation of commissioning areas has already taken place and the Partnership Commissioning team is currently being established with NHS Southwark CCG.
32. As a result of these changes a number of commissioning programmes have moved from discreet departmental areas e.g. Community Safety grants moving

to Children's and Adults Services. In other areas e.g. Youth Services, major service redesign linked to budget reductions have meant that a new approach is needed for future commissioning.

33. A less beneficial result of decentralisation is that it is more difficult to apply a standard approach to how commissioning is carried out, which can limit council-wide strategic planning and the provision of holistic services.
34. The proposal to move to the new arrangement under the strategic direction of a commissioning board is expected to deliver a clearer framework for understanding what is being commissioned and how.

Current departmental funding programmes

35. Table 1 below sets out an overview of departmental funding programmes in 2015-16. This information shows how commissioning is organised by area of need or theme and the total number of these.
36. The information provides a number of headlines. Firstly the total number of contract and grants programmes is broadly similar. Commissioning through contracts is concentrated in the council's Children's and Adults' Services department and commissioning and administration of grants programmes concentrated in the council's Housing and Modernisation department.
37. The table does not include Cleaner Green Safer Capital Grants or Neighbourhoods Fund grants as these are more difficult to categorise by beneficiary and are for works or environmental improvements. These grants fall within the broad area of grant activity that is responsive to community identified needs. They have a very local focus and decision making through the community councils.

Table 1 - Departmental funding programmes 2015/16

Department	Programme	No. grants / contracts	No. grants programmes	No. contract procured programmes
Chief Executive's	<ul style="list-style-type: none"> • Southwark Works Framework contracts 	16	0	1
Children's and Adults' Services	<ul style="list-style-type: none"> • Adult learning contracts 	8	3	6 1
	<ul style="list-style-type: none"> • Community safety grants and contracts 	19		
	<ul style="list-style-type: none"> • Children's social care contracts 	30		
	<ul style="list-style-type: none"> • Community support grants 	14		
	<ul style="list-style-type: none"> • Early Help grants 	7		
	<ul style="list-style-type: none"> • Supporting people 	32		

Department	Programme	No. grants / contracts	No. grants programmes	No. contract procured programmes
	contracts			
	• Older people residential care	1		
	• Adult social care	2		
	• Dementia services	3		
	• Public health	1		
Environment and Leisure	• Arts and culture grants	10	2	1
	• Environment and ecology contracts	3		
	• Youth Services grants	15		
Housing and Modernisation	• Community capacity grants	31	5	5
	• Advice / advocacy / infrastructure support	7		
	• Housing strategy contracts	3		
	• Two Housing Revenue Account-funded estate grants	91		
	• Neighbourhoods Fund (community council) grants	245		
	• Black History Month grants	21		

38. The two most significant hubs of commissioning activity are currently within Children's and Adults' Services and within the Communities Division of Housing and Modernisation. In Children's and Adults' Services the funding for statutory and preventative social care services shows a greater concentration of funding going into contracts but with a significant number of grants within the community support and community safety areas.
39. In the Communities Division, the Community Support Unit has lead responsibility for the relationship with the VCS and for setting corporate standards and best practise on grant funding processes including the conditions of grant funding. It also commissions VCS infrastructure services, community advice services and administers the Tenant Fund and Tenants and Residents Social Improvement

Grants Fund both of which are Housing Revenue Account (HRA) funds. Within the same division the largest number of grants is administered by the Neighbourhoods Team, again with a strong local focus and decision making through the community councils.

Arrangements for taking an overview of funding across the council

40. There has been an improvement in the council's ability to collect data and take an overview of funding across departments. The need to improve strategic oversight as well as legislative change to comply with open data requirements has driven this improvement. The data is not real time and it is not captured through a central, data system so its accuracy relies on the responsiveness and accuracy of departmental information provided to the Community Support Unit.
41. Under the model proposed in this report, the council will have a senior officer level Commissioning Board, which will take an oversight of all council commissioning and agree a single commissioning plan. This will be supported by an Implementation Group made up of commissioning officers that will be responsible for implementing the changes.
42. The Commissioning Board will include the strategic directors of Housing and Modernisation and Children's and Adults' Services, the Director of Communities, the Children's and Adults' Services Director of Commissioning and the Head of the Chief Executive's Office.

A more co-ordinated approach

43. The current commissioning arrangements and resourcing challenges present an opportunity to bring commissioning programmes together where it is possible and to identify where there is a strong rationale for maintaining a degree of separation from this arrangement.
44. There are three main commissioning areas not currently located within the two main commissioning hubs. These are:
 - Southwark Works Framework contracts
 - Arts and culture grants
 - Youth services grants.
45. The Southwark Works Framework contracts are valid until 2019. They are linked to Council Plan employment targets including the apprenticeship target. There is flexibility to review the framework in 2018 and there are close links with the Department of Work and Pensions for the delivery of agreed targets. There is a rationale for leaving this arrangement in place until its term and then aligning it with the proposed centralised arrangement.
46. Arts and culture and youth services grants are currently located within the council's Environment and Leisure Department and are less tied to specific Council Plan commitments. The provision of Youth Services is currently being reviewed to ensure that the maximum impact can be achieved with reduced resources and changing patterns of service access by young people. There is a clear rationale for locating these commissioning functions within one of the

council-wide commissioning hubs. This will support greater co-ordination, oversight and effective use of these resources.

47. Greater co-ordination across the commissioning hubs will result in a more efficient process by reducing costs and delivering more outcome based services. Vulnerable people often have regular contact with multiple agencies each addressing one aspect of the challenge faced by that individual.
48. Also at issue is the level of transactional costs involved for the council in letting a contract and monitoring performance of contracts and grants. Currently all elements of the commissioning cycle are managed by the responsible commissioning team. There are also costs carried by the service providers in complying with the commissioning and monitoring requirements.
49. In depth analysis of VCS funding data during the period 2012 to 2016 shows that the number of funded organisations has remained broadly stable but amounts awarded to organisations have fallen. One of the impacts of this is that both the commissioning and monitoring transactional costs have not reduced in line with the reduction in funding. Proportionally the transactional costs for both the council and the funding beneficiary have increased as the funding amount has decreased.
50. In response to requests from the VCS and in recognition of the challenging funding environment the council developed a specific policy response to try and address these issues. There were a number of innovation and transition fund initiatives from 2011-12 to 2014-15 designed to support the VCS to adapt to the changing funding environment, social care personal budgets and moving towards online services and sharing premises.
51. These were designed to support VCS sustainability; business and service re-design and facilitate service modernization through sharing back office functions, greater collaboration and merger between organisations.
52. It has been difficult to evaluate the long term overall impact of these funding interventions as organisations faced different challenges and were at different starting points. One of the key challenges facing the council and the VCS is how to ensure the organisation of commissioning continues to support a diverse and sustainable VCS.
53. The council and our partners want to see more joined up ways of working using existing and emerging structures (such as the Local Care Networks). Joining up with the aim of harnessing the power and knowledge of local communities to help mitigate against the impact of reductions in local authority and NHS resources. We will put in place a more agile, skillful and responsive local system that will harness the power of local communities.
54. The council and CCG will work to ensure that the VCS has greater access to data held by the council and NHS Southwark CCG and that an open data approach increases accessibility to information, while taking full account of the safeguarding and confidentiality of personal information.
55. In addition the council will, support and enable more co-located working and join up on the monitoring of the impact of preventative services.

56. The council also wants to enable and foster greater engagement with the business sector. This could lead to more 'placed based giving' and 'crowd funding' initiatives.
57. Traditional forms of funding are reducing. The new strategy sets down a marker for a new way of considering how the council connects business with local communities and residents. Local businesses (both large corporates and SMEs) are as much a part of the community as anybody else, and vital to local economic and social sustainability.
58. The council will therefore support schemes such as Southwark Giving and crowd funding initiatives to work in partnerships with businesses. We want to connect with the private sector so that they can donate their time, talents or resources to make a difference to the lives of Southwark residents.
59. The VCS Strategy includes the overall approach to improved commissioning and grant-giving to focus on outcomes and be more collaborative, and community-led. At the listening events the issues of commissioning and grant giving generated a lot of comments and suggestions. For example, participants wanted to see joint problem-solving at the heart of the commissioning process and to consciously tackle complex issues that we are unable to solve using the traditional funder/provider relationship. There was a strong belief that a mixed economy of grant-giving and commissioning contracts should be maintained and developed.
60. There was also a desire to explore the options to bring services together either through lead contractor arrangements or through alliance contract approaches. The implication being a move away from a system with many separate contracts and towards inclusive contracts for defined segments of the population that cover all of the various physical health, mental health and social care needs of people within that group.
61. Finally, participants in the creation of the new VCS Strategy wanted to see the development of a wider range of funding arrangements that permit innovation alongside greater stability and security for local VCS organisations that can deliver impact.

Improved commissioning with a better focus on outcomes

62. The VCS Strategy commits the council and CCG to a fuller involvement of stakeholders in the commissioning cycle. To achieve this, the council and our partners want to develop collaborative commissioning approaches. This will mean greater focus on outcomes.
63. The local delivery of outcomes needs to be developed and agreed with many stakeholders engaged in the process. This means going beyond the usual organisations and partners, to include local communities and citizens. We will develop a joint commissioning approach based on the following principles:
 - Listening to the voice and experience of people who have used services and bring this into the design and delivery of services to ensure better outcomes
 - Local Area needs analysis as the basis for commissioning decisions, for

example, through Public Health information analysis and the collation of service demand information from VCS monitoring data

- Collaborative working and supporting the development of consortia and other models of partnership working.
64. Collaborative commissioning is an approach that puts citizens and outcomes at the centre of commissioning and creates stronger relationships between key stakeholders. It looks beyond cost and value for money to put greater emphasis on the social costs and benefits of different ways to run services.
 65. The council and CCG will create a model of 'outcome and population-based commissioning' which will open up new opportunities to working in partnership across sectors. There will continue to be a level of targets and priorities set by central government for local areas to deliver, for example through NHS England in relation to NHS Southwark CCG commissioning performance. This level of outcome will continue to set important elements of the strategies to be implemented locally. However, there is scope to look at how those high level outcomes are translated into action locally.
 66. The council wants to work together to design and deliver better interventions that allow us to work on solving complex and difficult problems that might not be solved through single service interventions. For example, providing support for people living in the community with long-term health conditions which may mean that they remain at risk of losing their tenure in the community, unless there is a co-ordination of effort across several agencies.
 67. Officers involved in commissioning will work closely with procurement colleagues to design the most appropriate way to commissioning services (grants versus contracts) depending on local conditions.
 68. The council will redevelop the VCS approved providers list which will be used across all partners during commissioning processes. The redevelopment must take account of smaller organisations and be proportionate in its approach. The council's e-procurement tool will help this further.
 69. Where necessary the council will invest in supporting local partnerships or consortia to develop capacity and skills in order to deliver outcomes for residents.
 70. The council will pump prime activities and new ways of working in VCS organisations where they can demonstrate an approach that can have an impact. This method of working will be particularly relevant with regard to collective accountability envisaged under Local Care Networks. However, we will commission on the basis of the needs of the local population around health and wellbeing rather than the operational needs of provider organisations.
 71. The council and our partners will change how we use contracts and grants, with a balance between longer funding cycles, and one-off/short term support for innovation. This would help develop different, more efficient and more impactful services for residents. The partners want to agree a set of core outcomes through a common outcomes framework for the benefit of the whole community of Southwark against which impact is measured and aligned against council and CCG plans.

72. Together with our partners the council will implement a common outcome framework. Each VCS organisation receiving longer-term funding from Southwark Council and NHS Southwark CCG agrees to work towards a set of core outcomes for the benefit of the whole community of Southwark and reports on its impact. These would be drawn from a basket of outcomes. In this way we will produce a common strategic approach addressing the needs of Southwark that has greatest impact for our residents.
73. The Common Outcomes Framework could draw on some of the existing outcomes work in public health and adult social care and will connect to the commitments made in the Council Plan. In addition it could include the following areas/minimum standards for commissioned projects:
- Safer communities including safeguarding approaches (making every contact count)
 - Maximising the income of everyone we work with
 - Making sure each person is registered with a Southwark GP
 - Improved understanding of rights and responsibilities
 - Each person has a named contact with the voluntary sector organization
 - Each person receives information on local core strategic priorities (e.g., healthy eating, free gym and swim access, -wellbeing, safeguarding)
 - Each person has the opportunity to be involved in volunteering
 - Each person's experience of being involved with the organisation is captured to help improve its approach.
74. For all organisations to have a stake in delivering against a common, agreed set of outcomes will enable a more cohesive partnership to form all working to the common good of local people. This will mean breaking down high level outcomes into smaller chunks that individual organisations then work towards. The role of commissioners will be to bring organisations together around a specific outcome. The impact of political cycles, both local and national, needs to be recognised.
75. Commissioning cycles need to be better understood so that partners are able to understand strategic priorities, financial outlook, move through changes of policy and circumstances, for example, the reduction in funding to the local authority on work programmes.
76. The council will support the use of social investment models to help lever in additional resources to the borough. The public sector, under the right circumstances, will work in partnership with the VCS to make the most of these opportunities.
77. The council will develop a longer-term outlook in terms of grants and commissioning that includes:

- Longer funding periods for grants and contracts (of between one to four years) are agreed with VCS organisations working in Southwark- with one year grants for innovation and with more risk would mean that outcomes are easier to track and provide evidence for
- Projects have sufficient time to achieve agreed outcomes
- Early action and demonstration that future needs are being reduced will be incentivised in the commissioning process
- Allow sufficient lead-in time for innovative projects and up-front investment to have an impact
- Commissioners to move towards outcome-based commissioning, with less demand for short-term outputs.

78. The council and our partners want services to be built around the needs of the local community. We also want services to be built around recognition of the value and impact of locally delivered services with local provision being the default position. Using digital technology we want to transform how we serve and enhance the lives of people in our community so they receive quality information and access to services.

79. The council and our partners will support effective person-centred signposting across the system and explore how we can collectively support and enhance new ways of working across the VCS and public sector, for example into social prescribing, personal budgets and access to VCS services. This will include exploring both digital and non-digital solutions.

Joint commissioning with the NHS Southwark Clinical Commissioning Group

80. One area of focus for a more co-ordinated approach is the partnership commissioning team that will integrate health and social care commissioning in key areas where there are joint strategies agreed between Children's and Adults Commissioning within the council and the NHS Southwark CCG. The partnership commissioning team is currently being established to become operational early in 2017. This is being led by a jointly appointed Assistant Director of Commissioning.

81. The key starting areas for partnership commissioning are:

- Mental health – a new joint strategy will inform this
- Children and young people
- Older people and those with complex needs.

82. For each of three areas a Commissioning Development Group is already in place, bringing together commissioners, clinical leads, social care and education managers. These Commissioning Development Groups report to a joint Commissioning Strategy Committee that is jointly chaired by the Strategic Director of Children and Adults and the Chair of Southwark CCG. Once the first three areas are fully operational, a second phase of implementation will be jointly planned to bring into joint commissioning other key priority areas for health and

social care.

83. There are other commissioning areas where there is no overlap of interest. Where there is no overlap there will be no joint commissioning arrangements and the council and the CCG will retain separate commissioning resources.
84. The partnership commissioning team will primarily commission statutory services. Although the council will not commission acute health services which fall entirely within the CCG domain, the council's ability to commission successful preventative and community services will have an impact on downstream demand for acute hospital services commissioned by the CCG. This has been taken forward through joint work on the Better Care Fund.
85. The effectiveness of locally determined public health strategies falling within the remit of the Health and Well Being Board will also have a significant impact on future demand for downstream services whether these are commissioned through the council or health services.
86. The expectation of partners' aspirations is that a joint approach will increasingly apply to more areas of commissioning over time. This is consistent with government expectations set out in the Five Year Forward View (October 2014).

Community infrastructure funding

87. Within this landscape there is recognition that the council and other public bodies can support local networks, enable community activity and promote cohesion through a range of levers. The most significant of these are community infrastructure resources which are for general impact and are generally provided through grants which are more flexible in responding to community needs.
88. In 2013/14 all estate based grants including Community Council funding awards were captured in the VCS funding data for the first time. This shows that local, neighbourhood based grants continue to play a significant part in the funding landscape of Southwark. These funds are distinct from commissioned services in that they respond primarily to place based needs (events/estates/wards/public spaces) identified by residents rather than being services that are commissioned to meet specific population needs.
89. There is a strong rationale for keeping the commissioning focus for these separate from the health and social care partnership commissioning team. The acute demands of this service area could undermine the role that the community funding makes and the impact made to meeting both general needs in reducing downstream demands and costs.

Regional or sub-regional commissioning

90. Generally the council's approach to commissioning the VCS has taken a local by default route. However there are areas where because of economies of scale improved service provision can be developed by commissioning pan-London services – e.g. NHS Complaints Advocacy which is commissioned in this way because providing services on a borough by borough basis would be more expensive and would not deliver a better service.
91. There are also pan-London services commissioned by regional bodies such as

the London Councils Grants Programmes, Greater London Authority, MOPAC and Ministry of Justice London wide programme for transforming the rehabilitation of offenders.

Policy implications

92. In addition to the policy initiatives set out above, the recommendations of this report support a number of council policies and strategies, including:

- Fairer Future Procurement Strategy
- Health and Wellbeing Strategy
- Approach to Equality
- Economic Wellbeing Strategy
- Families Matter
- Homelessness Action Plan and Homelessness Prevention Protocol
- Southwark Domestic Abuse Strategy.

Community impact statement

93. The initiatives and recommendations of this report have a significant positive impact on the community and are intended to raise standards of community support across the three partners.

94. A full community impact assessment will be carried out on the development of the new commissioning approach which is a key recommendation of this report.

Resource implications

95. The proposed changes to commissioning will be made within the council's budgetary framework.

Consultation

96. Consultation on the commissioning review has taken place with lead commissioning officers across the council. Consultation on the establishment of the partnership commissioning team with the CCG has taken place with commissioning staff in the council and CCG.

97. The review is informed by a number of key strategies that have had extensive consultation as part of their production. This includes the new VCS strategy that was developed following four listening events attended by over 200 people. The Strategy was also consulted on through the Health and Wellbeing Board, Children's and Adults Board, the Forum for Equalities and Human Rights, the council's departmental commissioning network and the council/VCS Liaison Group.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

98. Under the council's constitution (Part 3C), the approval of policies and procedures governing the council's relationship with the voluntary sector is reserved to the cabinet for collective decision making. The cabinet is therefore empowered to approve this strategy.
99. The council is a "best value" authority for the purposes of the Local Government Act 1999. It is under a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Secretary of State has issued guidance to assist local authorities to perform this duty and specifically requires that councils should be responsive to the benefits and needs of voluntary and community sector organisations, as well as small businesses.
100. The director of law and democracy considers that the recommendations will help secure best value.
101. The proposed improvement in co-ordination touches upon a number of the council's functions, and cabinet should note in particular:
- the council-wide senior officer commissioning board to oversee the planning and co-ordination of commissioning intentions and activity and strengthen the governance arrangements around voluntary sector commissioning
 - the recommendations of this report support a number of council policies and strategies.
102. In making its decision, cabinet must have regard the public sector equality duty (section 149 Equality Act 2010), which places a duty on the council, in the exercise of its functions, to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a "protected characteristic" and those who do not, and foster good relations between persons who share a "protected characteristic" and those who do not. cabinet is referred to the community impact statement section of this report.

Strategic Director of Finance and Governance

103. The report sets out a proposal for the improved co-ordination of commissioning across the council and with external bodies such as the CCG. The report highlights our relationship with the VCS and previous initiatives to address declining funding and the multiplicity of contact points with the council. The report notes the current inefficiencies of departmental based commissioning such as the duplication of monitoring and transactional activities.
104. Co-ordinating commissioning approaches across a wider section of the public sector, both within the council and with the CCG, aims to improve value for money,

the outcomes for residents and exploit the benefits of partnership working. The report notes the proposals will be delivered within existing council resources and will be contained within future commissioning budgets which are expected to reduce.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The Council Plan	Housing and Modernisation, Communities Division, 160 Tooley Street	Stephen Douglass 020 7525 0886
Link: http://www.southwark.gov.uk/downloads/download/4181/council_plan_2014-18		
Local early action: how to make it happen – report of the Southwark and Lambeth Early Action Commission	Housing and Modernisation, Communities Division, 160 Tooley Street	Stephen Douglass 020 7525 0886
Link: http://b.3cdn.net/nefoundation/a5845188d1801a18bc_3nm6bkn3b.pdf		
Common Purpose: Common Cause Southwark Voluntary and Community Sector Strategy 2017-2022	Housing and Modernisation, Communities Division, 160 Tooley Street	Stephen Douglass 020 7525 0886
Link: http://moderngov.southwark.gov.uk/documents/s64611/Appendix%203%20Common%20Purpose%20Common%20Cause%20VCS%20Strategy%202017%20-%202022%20c.pdf (copy and paste link into browser)		
Southwark Council and Clinical Commissioning Group - Joint Five Year Strategic Plan: Key Messages	Housing and Modernisation, Communities Division, 160 Tooley Street	Stephen Douglass 020 7525 0886
Link: http://moderngov.southwark.gov.uk/documents/s57269/Report%20Southwark%20Council%20and%20CCG%20-%20Joint%20Five%20Year%20Strategic%20Plan%20Key%20Messages%20covering%20report.pdf (copy and paste link into browser)		
Southwark Council (2015) Together we can deliver a better quality of life in Southwark: Our Vision for Adult Social Care	Housing and Modernisation, Communities Division, 160 Tooley Street	Stephen Douglass 020 7525 0886
Link: http://www.southwark.gov.uk/downloads/download/2638/vision_for_adult_social_care_services_paper		
Southwark Council Fairer Future	Housing and	Stephen Douglass

Background Papers	Held At	Contact
Procurement Strategy	Modernisation, Communities Division, 160 Tooley Street	020 7525 0886
Link: http://moderngov.southwark.gov.uk/documents/s62026/Appendix%201%20Fairer%20Future%20Procurement%20Strategy.pdf (copy and paste link into browser)		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Barrie Hargrove, Communities and Safety	
Lead Officer	Gerri Scott, Strategic Director of Housing and Modernisation	
Report Author	Stephen Douglass, Director of Communities	
Version	Final	
Dated	1 December 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Strategic Director of Children's and Adults Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	1 December 2016	

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CABINET AGENDA DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2016/17**

NOTE: Original held by Constitutional Team; all amendments/queries to
Paula Thornton/Virginia Wynn-Jones Tel: 020 7525 4395/7055

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