

Cabinet

Tuesday 23 January 2018

4.00 pm

Ground Floor Meeting Room G02A - 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 Ian Wingfield
Councillor Mark Williams

Portfolio

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

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Contact

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

Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 15 January 2018



Cabinet

Tuesday 23 January 2018
4.00 pm

Ground Floor Meeting Room G02A - 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 17 January 2018.	
6.	MINUTES	1 - 15
	To approve as a correct record the minutes of the open section of the meeting held on 12 December 2017.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Wednesday 17 January 2018.	
8.	POLICY AND RESOURCES STRATEGY 2018-19	To follow
9.	HOUSING REVENUE ACCOUNT - FINAL RENT-SETTING AND BUDGET REPORT 2018-19	16 - 30
	To agree recommendations associated with the housing revenue account rent setting and budget for 2018-19.	
10.	SOUTHWARK JOINT MENTAL HEALTH AND WELLBEING STRATEGY 2018-2021	31 - 92
	To approve the final version of the Southwark Joint Mental Health and Wellbeing Strategy (2018-2021).	
11.	ADMISSION ARRANGEMENTS FOR COMMUNITY PRIMARY SCHOOLS - SEPTEMBER 2019	93 - 110
	To agree the Southwark Community Primary Schools admission arrangements for September 2019.	
12.	SOUTHWARK COORDINATED ADMISSION SCHEMES FOR PRIMARY, JUNIOR AND SECONDARY ADMISSIONS 2019	111 - 151
	To agree the primary (reception), junior and secondary (year 7) coordinated admission schemes for 2019 admission.	
13.	LEDBURY ESTATE - NEXT STEPS	152 - 155
	To note the content of the report and the dates of the key stages that the Ledbury Project Team have agreed so far.	

Item No.	Title	Page No.
14.	GATEWAY 0: FACILITIES MANAGEMENT CONTRACT FOR THE COUNCIL'S OPERATIONAL ESTATE	156 - 169
	To note the strategic options assessment for delivery of a facilities management contract for the council's operational estate and to approve the recommended strategic delivery option proposed.	
15.	DISPOSAL OF FREEHOLD INTERESTS – 99 BROOK DRIVE, SE11, 20 HAYLES STREET, SE11, 11 FRIERN ROAD SE22	170 - 178
	To authorise the head of property to dispose of the council's freehold interest in 99 Brook Drive, SE11, 20 Hayles Street, SE11 and 11 Friern Road, SE22.	
16.	MOTIONS REFERRED FROM COUNCIL ASSEMBLY	179 - 197
	To consider motions referred from council assembly on the following:	
	<ul style="list-style-type: none"> • Culture and wellbeing • Southwark's bid for London borough of culture • Southwark response to moped crime • Local government pay cap • Tideway • Support for Dulwich Hamlet football club (DHFC) • The Latin American community after Brexit • Adoption of the international holocaust remembrance alliance working definition of antisemitism • Upholding a woman's right to a legal abortion. 	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING	
	EXCLUSION OF PRESS AND PUBLIC	
	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:	
	<p style="padding-left: 40px;">“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.”</p>	

Item No.

Title

Page No.

PART B - CLOSED BUSINESS

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

Date: 15 January 2018



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 12 December 2017 at 4.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: 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 Ian Wingfield

1. APOLOGIES

Apologies for absence were received from Councillor Mark Williams.

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

The chair gave notice of the following late items:

Item 7: Deputation requests

Item 28: Policy and Resources Strategy 2018-19

Reasons for urgency and lateness will be specified in the relevant minute.

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

There were no closed items considered at this meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

None were declared.

5. PUBLIC QUESTION TIME (15 MINUTES)

No public questions were received.

6. MINUTES

RESOLVED:

That the minutes of the meeting held on 31 October 2017 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

The deputation request had not been circulated five clear days in advance of the meeting. The chair agreed to accept this as urgent as the request had been received in line with the constitutional deadline for the receipt of deputation requests.

It was confirmed that traders at the Elephant and Castle shopping centre had withdrawn their deputation request for this meeting.

RESOLVED:

That the deputation be received.

The deputation addressed cabinet on the following two items:

Item 14: Housing Revenue Account - Indicative Rent Setting and Budget Report 2018-19

The deputation asked cabinet to write to the Rt Hon Sajid Javid MP, Secretary of State for Communities & Local Government, about the 1% rent reduction causing an estimated loss of at least £62M by 2020 and asking Rt Hon Alok Sharma MP, Minister of State for Housing and Planning, to provide Government grants to carry out the necessary fire safety works.

It was requested that the tenants and residents committee members were kept fully involved in helping to plan fire safety works to estates and were consulted about fire safety decisions.

Councillor Stephanie Cryan confirmed that she would write the letters as requested above, and would continue to consult tenants and residents associations in respect of fire safety works.

Item 24: Land at Bush Road, Rotherhithe

The deputation requested that cabinet withdraw this item and the recommendation to issue a compulsory purchase order for a large part of the Haddonfield Estate communal grounds and garden. The deputation requested that additional consultation be carried out before this project is taken any further.

A council officer responded to the issues raised by the deputation to explain the process and to address their concerns. He also agreed to confirm his advice in writing to them.

8. SOUTHWARK SCHOOL STANDARDS REPORT 2017

Kate Wooder, Executive Head for Snowfields and Tower Bridge Primary Schools, also presented her comments and feedback to cabinet.

RESOLVED:

That the 'Best start in life - Southwark school standards report 2017' attached at Appendix 1 to the report be noted.

9. RESPONSE TO SOUTHWARK GP PRACTICES - QUALITY OF PROVISION AND LOCAL SUPPORT ARRANGEMENTS - A REPORT FROM THE HEALTHY COMMUNITIES SCRUTINY SUB-COMMITTEE

RESOLVED:

That the proposed response to the healthy communities scrutiny sub-committee report on Southwark GP Practices be agreed, and the progress in taking forward the recommendations be noted.

10. DECISIONS FROM CALL-IN: THE OUTCOME OF THE CONSULTATION EXERCISE ON CHANGES TO DAY CENTRE PROVISION AT QUEENS ROAD AND RIVERSIDE AND THE DEVELOPMENT OF A DISABILITY HUB

RESOLVED:

1. That the council policy on how buildings are declared surplus or their use is changed be reviewed and that the revised policy be highlighted with officers at the earliest opportunity, and it be confirmed whether the existing policy was followed in this case.
2. That the policy on responding to information requests be refreshed and highlighted to all officers to ensure compliance with freedom of information and environmental information requests.
3. That it be ensured that all families and service users have clear information about how to make a complaint if unhappy with their initial assessment.
4. That the cabinet should be mindful of and follow Department for Communities and Local Government best practice on consultation, and in that work be sensitive to the

needs of vulnerable and disabled people.

5. That cabinet responds to these recommendations within 8 weeks.

11. SOUTHWARK SKILLS STRATEGY

RESOLVED:

1. That the proposed Southwark Skills Strategy (Appendix 1 of the report) be approved.
2. That officers be instructed to develop a detailed delivery plan in collaboration with local partners who will be involved in strategy implementation. The delivery plan will be presented to cabinet in spring 2018.

12. AYLESBURY PHASE 3 REHOUSING UPDATE

RESOLVED:

1. That the outcome of the consultation exercise carried out with residents in Phase 3 (1-56 Northchurch, Taplow, 184 and 218 East Street) of the Aylesbury Regeneration programme be noted.
2. That in line with the outcomes of the consultation, Phase 3 be activated for immediate rehousing.
3. That the acquisition of leasehold interests on land known as Phase 3 of the Aylesbury Estate Regeneration Programme via negotiation be approved and that the approval of compensation packages be delegated to the director of regeneration.

13. OLD KENT ROAD AREA ACTION PLAN: FURTHER PREFERRED OPTION

RESOLVED:

1. That the Old Kent Road Area Action Plan: Further Preferred Option (Appendix A of the report) be agreed for consultation.
2. That the proposed changes to the adopted policies map (Appendix B of the report), Consultation Plan (Appendix C of the report) and Consultation Report (Appendix D of the report) be noted.
3. That the Integrated Impact Assessment (Appendix E of the report) and Habitats Regulations Assessment (Appendix F of the report) be noted.
4. That officers be instructed to prepare a report for cabinet regarding a local lettings policy for the Old Kent Road.

14. HOUSING REVENUE ACCOUNT - INDICATIVE RENT SETTING AND BUDGET REPORT 2018-19

RESOLVED:

1. That a rent decrease of 1.0% for all directly and tenant managed (TMO) housing stock within the housing revenue account (HRA) (comprising estate voids, sheltered and hostels), with effect from 2 April 2018 be noted on a provisional basis. This is in accordance with the provisions of the Welfare Reform and Work Act 2016.
2. That with regard to other HRA-wide charges, the changes to tenant service charges, comprising estate cleaning, grounds maintenance, communal lighting and door entry maintenance as set out in paragraphs 37 –38 of the report, with effect from 2 April 2018 be noted on a provisional basis.
3. That it be noted on a provisional basis that there will be no increase to sheltered housing service charges as set out in paragraph 39 of the report, with effect from 2 April 2018.
4. That an increase of 3% (average) in charges for garages, stores, sheds and parking bays, as set out in paragraphs 40 – 42 of the report be noted on a provisional basis.
5. That it be noted on a provisional basis that there will be no increase to district heating and hot water charges as set out in paragraph 43 of the report, with effect from 2 April 2018.
6. That a commitment to ensuring that savings proposals are primarily based on efficiencies be reaffirmed, and that where staffing reductions form part of any savings proposal, that due consultation and process with trade unions be followed.
7. That officers be instructed to provide a final report on rent setting and the housing revenue account (HRA) budget for 2018-19 after due consultation processes with residents have been followed for consideration at cabinet on 23 January 2018.

15. OFFICE ACCOMMODATION STRATEGY - QUEENS ROAD 4

RESOLVED:

1. That the need to reprovide Sumner House for housing in line with the council's housing policy priorities and as agreed at main planning committee on 28 March 2017 be noted.
2. That 133-137 Queens Road, SE15 2ND Queens Road 4 (QR4) be confirmed as the location for service users of our targeted services currently based at Bournemouth Road, Sumner House, 47b East Dulwich Road, St Mary's Road, Curlew House and Talfourd Place, and as an office base for the staff who provide these services.
3. That officers be authorised to undertake the development of the QR4, subject to the council's governance processes for expenditure, procurement and statutory processes such as demolition, planning and consultation.

4. That following agreement of decisions 2 and 3 above, capital provision be made for the development of QR4 and that this allocation be incorporated into the council's capital programme refresh report in February 2018.

16. SOUTHWARK COUNCIL'S BUY-BACK OFFER FOR LEDBURY TOWERS LEASEHOLDERS

RESOLVED:

1. That the proposed policy to allow the buy-back of leaseholder properties in Ledbury Towers (Bromyard House, Peterschurch House, Skenfrith House and Sarnsfield House), which are currently the subject of structural investigations be noted.
2. That a detailed financial assessment of the Ledbury buy-back offer is undertaken, funding is identified and delegated authority for individual buy backs be given to the director of regeneration.

17. LEDBURY ESTATE - ARUP STRUCTURAL SURVEY REPORT

RESOLVED:

1. That the content of the report and the draft key stages that officers are working through with the Ledbury Resident Project Team be noted and that a further report setting out the outcome of the resident consultation on the options appraisal process be received by cabinet.
2. That an update report (including timescales) be received at 23 January 2018 cabinet.

18. CONSULTATION ON INTRODUCING AN INTERMEDIATE HOUSING LIST

RESOLVED:

1. That officers be instructed to conduct a public consultation on the initial proposals to introduce an intermediate rent housing list.
2. That officers be instructed to bring a further report to cabinet in 2018 covering the results of the consultation and recommendations for the final design for the intermediate rent housing list.

19. GATEWAY 0 - STRATEGIC OPTIONS ASSESSMENT FOR RESPONSIVE REPAIRS AND MAINTENANCE WORKS

RESOLVED:

1. That it be noted that the ending of the housing repairs contracts in October 2018 provides the council with an opportunity to review the way in which these services are offered and to consider new and more effective delivery models.

2. That officers be instructed to develop detailed plans that would allow all non chargeable repairs and associated works to be undertaken by the council's in house trading service for housing repairs (SBS) for an initial period of 12 months with effect from October 2018.
3. That a progress report be received by cabinet in March 2018 setting out a proposed new service delivery model, project plans, full risk assessments and a full business case in support of the delivery of the service by SBS.
4. That it be noted that due to the requirement to have arrangements in place for chargeable repairs by 3 October 2018, preparation for the procurement process for these contracts has started and will be tendered subject to the approval of this report.

ANNOUNCEMENT BY THE LEADER

Councillor Peter John, leader of the council, offered his thanks to Gerri Scott, the outgoing strategic director of housing and modernisation, for her service and support for the council.

20. SCEAUX GARDENS NEW HOMES DELIVERY PROGRAMME

RESOLVED:

1. That the rationale and proposal to redevelop the properties 1-15 Florian, 1-18 Racine and the garage site adjacent to the Colbert block; "The development site" as outlined in the report be agreed.
2. That the rehousing options and local lettings policy for council tenants of Florian and Racine displaced by the redevelopment outlined in paragraphs 61-64 of the report be agreed and that the detailed commitment to support affected vulnerable council tenants throughout the project be noted.
3. That the acquisition of freehold interests in accordance with statutory guidance and established council policy as outlined in paragraphs 65-73 of the report be agreed, including specified discretionary home loss, basic loss and disturbance payments.
4. That the package of options to be offered to qualifying residents of Sceaux Gardens Estate council homeowners displaced by the redevelopment as set out in paragraphs 65 – 73 of the report be agreed.
5. That the creation of the Sceaux Gardens development programme as an approved scheme for the purposes of delegation in relation to freehold acquisitions as outlined in paragraph 73 of the report be agreed.
6. That the authority be agreed to serve demolition notices in accordance with Schedule 5A of the Housing Act 1985 (as amended) referenced in paragraph 74 of the report.
7. That the allocation of funds to undertake freehold acquisition, home and basic loss payments and disturbance payments be confirmed and that the cost of

decommissioning the development site be met through the council's Affordable Housing Fund as outlined in paragraphs 80-82 of the report.

8. That that the formal consultation undertaken with affected tenants, homeowners and the wider estate community throughout the process in accordance with Section 105 of the Housing Act 1985 and the council's Charter of Principles as outlined in paragraphs 28-50 of the report be noted.
9. That the outcome of an equalities impact assessment attached as Appendix 2 and summarised within paragraph 77 of the report, that demonstrates the impact of the proposal and relevant mitigation in relation to the Equality Act 2010 and the council's Public Sector Equality Duty be noted.
10. That the approach undertaken with regard to the construction phasing of the development proposal to maximise the local lettings offer and minimise disruption to existing residents, neighbouring businesses and organisations in paragraphs 51-52 of the report be noted.
11. That the two options for the massing and layout of the ground floor units of the Racine block as set out in paragraphs 53-58 and Appendix 3 of the report be noted and that option 2 be agreed.
12. That the next steps and indicative timeline for the programme as outlined in paragraphs 83-85 of the report be agreed.

21. LAND AT GOSCHEN ESTATE, CAMBERWELL

RESOLVED:

1. That it be confirmed that the land shown hatched on the plan at Appendix A of the report that is currently held for housing purposes is no longer required for those purposes and that the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.
2. That it be confirmed that following completion of the appropriation in resolution 1 the land shown hatched on the plan at Appendix A of the report, will no longer be required for planning purposes and that the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.

22. LAND AT IVY CHURCH, WALWORTH

RESOLVED:

1. That it be confirmed that the land shown hatched on the plan at Appendix A of the report that is currently held for housing purposes is no longer required for those purposes and that the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local

Government Act 1972 be approved.

2. That it be confirmed that following completion of the appropriation in resolution 1 the land shown hatched on the plan at Appendix A of the report, will no longer be required for planning purposes and that the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.

23. LAND AT MEETING HOUSE LANE, PECKHAM

RESOLVED:

1. That it be confirmed that the land shown hatched on the plan at Appendix A of the report that is currently held for housing purposes is no longer required for those purposes and that the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.
2. That it be confirmed that following completion of the appropriation in resolution 1 the land shown hatched on the plan at Appendix A of the report, will no longer be required for planning purposes and that the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.

24. LAND AT BUSH ROAD, ROTHERHITHE

The council officer advised of a number of amendments to the report as follows:

- Cabinet member foreword, 2nd paragraph: number of new homes to be amended to 14
- Paragraph 6, figure for one-bedroom flats should read 4.

RESOLVED:

1. That it be confirmed that the land shown hatched on the plan at Appendix A of the report that is currently held for housing purposes is no longer required for those purposes and that the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.
2. That it be confirmed that following completion of the appropriation in resolution 1 of the report the land shown hatched on the plan at Appendix A of the report, will no longer be required for planning purposes and that the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.

25. LAND AT PELIER STREET, WALWORTH**RESOLVED:**

1. That it be confirmed that the land shown hatched on the plan at Appendix A of the report that is currently held for housing purposes is no longer required for those purposes and the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.
2. That it be confirmed that following completion of the appropriation at paragraph 1 of the report the land shown hatched on the plan at Appendix A of the report, will no longer be required for planning purposes and the appropriation of the land to housing purposes in accordance with section 9 of the Housing Act 1985 and section 122(1) of the Local Government Act 1972 be approved.

26. INCREASING NURSING HOME PROVISION IN SOUTHWARK**RESOLVED:**

1. That the commissioning intention and strategy to increase local nursing homes beds that the council can access to over 300 beds by 2020 be noted.
2. That the granting of a Licence to Assign of the lease, held by Four Seasons at Picton Street and known as Burgess Park, to Country Court Care Homes 2 Ltd be noted.
3. That the intention of Country Court Care Homes 2 Ltd to rebuild the home at Picton Street so that the number of rooms is increased from 55 to 70 be noted.
4. That the negotiations taking place to reopen a nursing home at D'Eynsford Road be noted.
5. That the intention to undertake a procurement exercise in relation to securing a minimum number of beds and best value in relation to the re-modelled and/or newly constructed homes be noted.

27. THE COUNCIL TAX BASE FOR 2018-19**RESOLVED:**

1. That the schedule of discounts and exemptions in paragraph 13 of the report, which remains unchanged from 2017-18 be approved.
2. That it be noted that the council tax reduction scheme (CTRS) for both working and pensionable age claimants shall remain unchanged in 2018-19.
3. That it be agreed that the council tax base for 2018-19 be set at 100,884 (95,941 in 2017-18) band D equivalent dwellings.

4. That it be agreed that the assumed council tax collection level should remain at 97.20% for 2018-19 (97.20% in 2017-18) noting the risks outlined in paragraphs 25 and 26 of the report.
5. That it be noted that the council tax base for 2018-19 for St. Mary Newington parish be set at 11,936 (11,602 in 2017-18) band D equivalent dwellings.
6. That it be noted that the council tax base for 2018-19 for St. Saviour's parish be set at 1,267 (1,257 in 2017-18) band D equivalent dwellings.
7. It be noted that:
 - any minor and consequential amendments to the CTRS written policy are to remain delegated to the strategic director of finance and governance, in consultation with the monitoring officer.
 - no changes were made under the strategic director of finance and governance's authority during 2017-18.
8. That it be noted that, as for 2017-18, the NNDR1 return showing the national non-domestic rates base will be signed off by the council's section 151 officer (strategic director of finance and governance).
9. That the proposed extension of the current council tax section 13a policy covering discretionary relief (refer to paragraph 18 of the report) be noted:
 - to introduce council tax discretionary relief (0% to 100%) for young people leaving Southwark council's care aged 18 to 24 years, for the period 1 April 2018 to 31 March 2019.
 - to continue foster carers discretionary relief (0% to 100%), for the period 1 April 2018 to 31 March 2019.

28. POLICY AND RESOURCES STRATEGY 2018-19

This report had not been circulated five clear days in advance of the meeting. The chair agreed to accept the report as urgent as the council were committed to publishing budget proposals at the earliest possible opportunity to ensure they were available to the public for comments and questions. Presenting the report to cabinet on 12 December 2017, enabled the opportunity for debate prior to presentation of budget figures to cabinet on 23 January 2017. Under the council's constitution, there is a requirement for the overview and scrutiny committee to review and challenge budget proposals and this is due to take place on 30 January 2018.

RESOLVED:

1. That it be noted that the government's budget statement was presented by the Chancellor of the Exchequer on 22 November, key headlines being set out in the report, including the government's agreement for a London Wide Business Rate pool (paragraphs 105 to 112 of the report).
2. That it be noted, as reported to cabinet in July 2017 and recognising the continued

uncertainty for local government funding, that the intention remains for the council to prepare a balanced one year 2018-19 budget for approval by cabinet in advance of council assembly in February 2018 (paragraph 21 of the report).

3. That the current budget options proposed to help achieve a balanced budget 2018-19 (Appendices C to F of the report) be noted.
4. That it be noted that this budget also proposes to use the flexibility offered by the government to support social care through an increase in the Adult Social Care precept, equivalent to 3% of council tax, on the basis that these additional funds will be used exclusively for adult social care (ASC) (Paragraph 48 to 49 of the report).
5. That it be noted that the current budget options proposed include an increase in the children's and adults' services budgets of £17.2m (funded in part by £12.584m Better Care Fund and £2.7m increase in the ASC precept) which is fully passported to adult social care.
6. That it be noted that the general fund budget proposals for 2018-19 contained within this report also include:
 - Estimated grant resources likely to be available arising from the provisional settlement expected in mid December (Appendix A of the report, a reduction of some £12.0m from 2017-18 (excluding Better Care Fund)
 - Improved Better Care Fund resources totalling £12.584m (including the supplementary allocation of £4.497m announced in the spring 2016 budget)
 - Further resources from the adult social care precept of £2.7m, again passported in full to adult social care for 2018-19
 - Retained business rates growth of £17.173m (paragraph 55 to 60), an increase of £8.473m over 2017-18 arising from proceeds generated by continued regeneration in the borough; plus an estimated surplus brought forward of £2.987m
 - Estimated council tax revenue of £101.5m (of which £2.7m is represented by the additional ASC precept); estimated collection fund surplus of £5.750m in part attributable to a review of the provision for bad debt
 - Planned contingency to be maintained at a level of £4m to mitigate underlying budget risks. (paragraph 95 of the report).
7. That it be noted the following savings, commitments and pay and price pressures have been proposed to help ensure the delivery of a balanced budget in 2018-19 (Appendices C – F of the report):
 - Efficiency savings of £11.522m
 - Income generation of £6.806m
 - Savings impacting on services of £0.399m
 - Commitments of £31.171m
 - Pay Awards (assumed 2%) of £4m
 - Contractual inflation of £3.5m.
8. That it be noted that in order to ensure that the base budget is on a secure financial footing, a number of commitments are proposed for 2018-19 totalling £31.171m, including:

- £19.426m for ASC which are funded in the main from the £12.584m from the Better Care Fund and £2.700m through the Adult Social Care Precept
 - £5.833m for children's social care and education services
 - £0.715m to further support spending pressures on No Recourse to Public Funds (NRPF) and temporary accommodation
 - £2.202m for corporate facilities management and ICT in support of the council's modernisation agenda.
9. That it be noted that the current pay offer of 2% for local government employees has been incorporated into these budget options, however there is continued uncertainty regarding pay negotiations that will need to be further reviewed by cabinet in advance of setting the 2018-19 budget.
 10. That the updated budget gap for 2018-19 of £5.597m be noted and that officers will complete further work to present a fully balanced budget position for cabinet on 23 January 2018.
 11. That the departmental narratives (Appendix B of the report) and the equality analyses provided for the budget proposals be noted.
 12. That the consultation that took place prior to agreeing the indicative budget options for 2017-18 and 2018-19 be noted and that further consultation will be undertaken for new budget options where necessary or appropriate (paragraph 96 of the report).
 13. That it be noted that the further report to cabinet on 23 January 2018 will be considered by overview and scrutiny committee on 30 January 2018 and that any recommendations arising will be incorporated into the final report to cabinet on 6 February 2018 for recommendation to council assembly on 21 February 2018 (paragraph 98 of the report).
 14. That the proposals regarding pooling of London Business Rates (paragraphs 105 to 112) be noted and that the following, based on advice received from London Councils' legal advisers in respect of these pooling arrangements be agreed:
 - (i) Establishment of Governance Arrangements: it be resolved to:
 - approve and accept the designation by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to 34(7)(1) of Schedule 7B Local Government Finance Act 1988
 - note that the council intends to participate in the London Business Rates Pilot Pool with effect from 1 April 2018 [to 31 March 2019]
 - delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 to the City of London Corporation acting as the Lead Authority
 - authorise the Lead Authority to sub-contract certain ancillary administrative functions to the GLA with regard to the financial transactions (payment of tariffs and top-ups) within the Pool, as the Lead Authority considers expedient.
 - (ii) Entry into the Memorandum of Understanding: it be resolved:

- delegate authority to the section 151 officer in consultation with the cabinet member for finance, modernisation and performance to agree the operational details of the pooling arrangements with the participating authorities;
- authorise the section 151 officer, in consultation with the director of law and democracy, to make any amendments as may be required by the Secretary of State, and to enter into the final Memorandum of Understanding on behalf of the authority.

(iii) Operation of the Pool: it be resolved:

- to authorise the Leader, in consultation with the cabinet member for finance, modernisation and performance and the section 151 officer, to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool consultative as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding
- to delegate to the cabinet member for finance, modernisation and performance the authority to consider such consultative reports as the lead authority may circulate and to respond on behalf of the authority with regard to any recommendations and in particular, proposals for projects to be approved for funding from the strategic investment pot.

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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.

The following is a summary of the decisions taken in the closed part of the meeting

29. MINUTES

RESOLVED:

That the closed minutes of the meeting held on 31 October 2017 be approved as a correct record and signed by the chair.

Meeting ended at 6.24 pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 20 DECEMBER 2017.

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.

Item No. 9.	Classification Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Housing Revenue Account – Final Rent-Setting and Budget Report 2018-19	
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

In December cabinet approved the indicative rent setting and budget report for the Housing Revenue Account. This report has now gone out to consultation with Tenants Council and the Area Housing Forums and the final report is now being presented for approval.

The budget for 2018-19 factors in the national rent reduction of 1% that was introduced as part of the Welfare Reform and Work Act 2016 and this continues to have a significant impact on the finances within the Housing Revenue Account.

The report sets out the council's position not to increase sheltered housing, district heating or hot water charges for the financial year.

There will be an increase to tenant service charges at 3.2% for a tenant liable for all four elements, which is below the maximum suggested by government of CPI +1% (i.e. 4%); and an increase in line with CPI (3%) for garages and associated charges.

In a time when we are receiving less income into the Housing Revenue Account due to the continuing effects of Government policy we need to ensure that savings are generated in the main through efficiencies. There will be additional pressures placed on the Housing Revenue Account for fire safety works and for any works required on the Ledbury Estate. Despite these pressures we remain committed to our Quality Housing Investment Programme and delivering new kitchens and bathrooms to our tenants.

I recommend that cabinet approve the report and note the proposed savings and income generation in the appendices.

RECOMMENDATIONS

1. Cabinet agrees a rent decrease of 1.0% for all HRA dwellings (including estate voids and hostels) with effect from 2 April 2018. This is in accordance with the provisions of the Welfare Reform and Work Act 2016 as noted in paragraph 17 below. The average dwelling rent in 2018-19 under such a reduction will be £98.54 per week.
2. With regard to other HRA-wide charges, cabinet agrees that tenant service charges, comprising the estate cleaning, grounds maintenance, communal

lighting and door entry maintenance charges be increased as set out in paragraph 20 with effect from 2 April 2018.

3. Cabinet agrees that no increase be made to sheltered housing service charges as set out in paragraph 21 with effect from 2 April 2018.
4. Cabinet agrees that direct charges for garages and non-dwelling charges be increased as set out in paragraphs 23 and 24 with effect from 2 April 2018.
5. Cabinet agrees that there be no increase to district heating and hot water charges as set out in paragraph 25 with effect from 2 April 2018.
6. Cabinet agrees the HRA budget proposals set out in this report and notes these changes ensure a balanced budget is set as required by statute.
7. Cabinet reaffirms the commitments made last month to ensure that savings made are primarily based on efficiencies, and where staffing reductions form part of any said savings, that due consultation and process is followed with trade unions.

BACKGROUND INFORMATION

Indicative HRA budget (12 December report)

8. Cabinet on 12 December 2017 considered the indicative HRA rent-setting and budget position for 2018-19. This report contained all of the background information necessary to consider the reasons behind the proposals for rents and other charges. It is not proposed to repeat this detail here, but where further and updated information has been received that is germane to this process it is outlined below. Officers will provide a formal response to any resolutions from Tenant Council, Homeowner Council, Southwark TMO Committee and area housing forums at the cabinet meeting.
9. The purpose of this final report is to seek formal approval of the recommendations in respect of rents and other charges outlined at paragraphs 1 to 7 above.

Statutory framework

10. The 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 HRA forms a specific part of the council's accounts, and a report regarding the general fund budget including those aspects provided via the housing and modernisation department is being considered separately.
11. Whilst there is no statutory requirement to consult, the council is committed to engaging with stakeholders, particularly under the terms of the Tenancy Agreement, and so the December report formed the basis of early consultation with the bodies listed in paragraph 8 above. This process commenced before Christmas 2017, and continued throughout January 2018.

12. The council is obliged by statute to agree a balanced HRA budget, whereby income and expenditure levels for the forthcoming year match. Appendix A summarises budget movements between 2017-18 and 2018-19, predicated on the basis of a rent reduction of 1% and other proposed changes to charges and budget movements.

KEY ISSUES FOR CONSIDERATION

Financial context

13. Whilst self-financing provided financial freedoms, it also brought with it a number of increased risks and budget pressures, particularly in the early years of operation. To a large extent these have already been mitigated through the delivery of efficiency savings and wholesale restructuring of landlord services since 2012-13. Appendix A sets out budget movements for 2018-19 specifically.
14. Budgeted expenditure and income for 2018-19 is represented subjectively in Appendix B alongside the effects of the various pressures noted above; HRA income and expenditure for 2018-19 is shown in graphical form by the bubble charts in Appendix C. Appendix D provides an objective analysis of gross expenditure across the various divisions and key service areas within the HRA.

HRA reserves and financing

15. 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 Fairer Future Medium-Term Financial Strategy 2017-18 – 2019-20, 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.
16. Reserves and working balances at 31 March 2016 stood at £16.6m, which is a reduction on the previous year, and is partly a consequence of the water refunds policy followed by the council. It should be noted that around three-quarters is 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.

Current legislative issues

17. As set out in the indicative budget report, two major pieces of legislation were enacted by parliament recently; both with significant impact on the financing of social housing. The first, the Welfare Reform and Work Act 2016, implements a cut of at least 1% in local authority rents for each of the financial years from 2016-17 to 2019-20. The Department for Communities and Local Government (CLG) has indicated that rent levels will revert to September CPI + 1% increases for five years post 2020.

18. The second legislative item – the Housing and Planning Act 2016 – contained several elements impacting directly on the financing of social housing in future years. However, as the 12 December report noted, these are either in abeyance or have been formally abandoned by the government. The HRA budget for 2018-19 as set out in this report does not therefore provide for any direct impact of the higher-value void sale requirement, since this remains subject to the issue of as yet unpublished regulations from central government. Current understanding is that the implementation of this policy is not imminent as the practical implications of the vote in June 2016 to leave the European Union continue to be addressed centrally. The council's investment programme already contains assumptions as to a base level of void receipts to part-fund the new-build programme, so any change in policy would be detrimental.
19. Finally, the relevant provisions of the Housing and Planning Act 2016, when brought in force, will also make fundamental changes to the issuing of tenancies to new tenants, and also around the succession of existing tenancies to other family members. The HRA Final Budget report for 2017-18 considered by cabinet in January 2017 set out the stated intentions of central government in more detail at that stage. Draft regulations were anticipated during early 2017, with implementation assumed to be in the autumn of that year, but are still awaited.

Tenant service charges

20. As set out in the 12 December report, the council intends to vary tenant service charges for 2018-19 in line with the estimated costs of provision for the coming year. For a tenant in receipt of all four services, it represents an increase of 3.2%, which is less than the underlying rent inflation figure of 4.0%, which is September CPI + 1%.

	2017-18 per week	2018-19 per week	Change pence per week
Estate Cleaning	£5.21	£5.52	31p
Grounds Maintenance	£1.16	£1.22	6p
Communal Lighting	£1.33	£1.30	-3p
Door Entry System Maintenance	£0.70	£0.63	-7p
Total	£8.40	£8.67	27p

Sheltered housing service charges

21. Service charges for sheltered residents were first introduced in 2013-14 to meet the cost of enhanced housing management provision not covered by the base rent. As was the situation in 2017-18, the number of sheltered and extra care places available have increased in tandem with additional costs, such that the impact is broadly neutral. It is therefore not proposed to vary charges from their existing level.

22. Central government is currently consulting on changes to the funding of sheltered housing provision, with a view to implementation from April 2020. HRA budget reports for the next two financial years (2019-20 and 2020-21) will set out any specific implications for Southwark. An extract from the ministerial foreword to the consultation paper is reproduced below to set out the government's overall intentions.

"It is our aim through making these changes to provide funding security to providers by allowing them to make long term investment decisions and therefore secure future supply. These changes will also ensure value for money for the taxpayer, enable councils to have a stronger role in providing appropriately for their local areas, and support better outcomes for tenants."

Garages and non-dwelling charges

23. Garage assets provide a valuable revenue stream to the HRA and modest charge increases and an increase in the number of lettable units help to ameliorate the budget gap.
24. Benchmarking shows that Southwark's rents are competitive in the market place, although higher than a number of other local authorities across London, most likely due to the borough's central location. However, the budget situation dictates that all sources of income are closely examined and it is proposed to apply a standard CPI uplift of 3% to garages, garage service charges and other miscellaneous non-dwelling facilities from 2 April 2018 (subject to a de-minimis value of 5p). The existing and proposed garage charge rates are set out below. The £5.00 concessionary charge reduction for elderly and Blue Badge holders is preserved under these proposals.

	2017-18 £ per week	2018-19 £ per week	Change £ per week
Standard charge	19.62	20.20	0.58
Concessionary rate	14.62	15.20	0.58
Small sites rate	10.50	10.80	0.30
Non-resident charge	32.50	33.50	1.00
Additional charges:			
Larger than average garage	5.00	5.15	0.15
Additional parking	5.00	5.15	0.15
Water supply	0.50	0.50	–
Additional security	1.00	1.00	–

District heating charges

25. Council-wide utility contracts have and continue to deliver savings for gas and electricity and charges remain lower on average than retail market prices. Periodic review of the budget is necessary to align the anticipated cost and income during the forthcoming year arising from fluctuating prices, spikes in demand due to poor weather and changes in the recoverable stock base. Energy costs are pooled and standardised 'fuel only' charges set on a borough-wide basis for tenants, depending on the number of bedrooms and type of heating installation. On-going investment in the infrastructure to increase energy efficiency/reduce consumption also contributes to the financial sustainability of the heating account which has enabled charges to remain static over an extended period and can be held at existing levels once again for 2018-19. Homeowners are charged actual costs, comprising energy and repairs and maintenance as determined by their lease.

Commitments and savings

26. The 12 December report set out likely budget pressures and commitments for 2018-19. These included general inflation at £1.6m, specific service commitments of £0.3m and rent loss due to the combined effect of the statutory rent reduction and stock losses of £1.8m. As noted in the appendices below, savings at £2.7m and further additional rent and charge proposals of £1.0m have also been identified, enabling a balanced budget to be set for 2018-19.
27. To place this in context, paragraph 19 of the indicative HRA budget report indicated that savings of £40.8m have been identified over the last six years. This has been to address the gap between committed expenditure and resources within the HRA budget, which over the same time period totalled £50.2m, with the balance being bridged by additional income of £9.4m. Further detail on the 2018-19 figures in particular is contained in Appendix A, and also in paragraphs 19 – 30 of the 12 December report.

Community impact statement

28. 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.
29. Transparency and fairness form part of the seven budget principles and are an underlying principle in the Council Plan. As with the budget for 2018-19 and for previous years, each department will undertake equality analysis/screening on its budget proposals ahead of the final decisions being taken. Where screenings identify potential impacts more detailed analysis is being carried out.
30. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on different groups. The analysis also considers if there may be any unintended consequences and how any of these issues can be mitigated. Analysis is also undertaken to consider any cross-cutting and organisation-wide impacts.

31. For many services the budget proposals will include efficiencies which have staffing implications. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
32. Equality analysis will continue through the cycle of planning and implementation of these budget proposals. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way so as to not impact disproportionately on any specific section or group in our community. Where necessary, consultation will be undertaken alongside mitigating actions where necessary. In line with the process across the council, information on the equality analysis will be shared with the relevant cabinet members so it can be considered when decisions are taken. To date no cumulative impacts have been identified through the analysis.

Consultation and notification

33. The purpose of presenting rent setting and budget information to cabinet in two stages is to facilitate the early commencement of consultation with representative groups (i.e. before the Christmas break). To that end, the 12 December report was labelled 'indicative' and figures therein were subject to change. Since then there have been no changes to the recommendations themselves, but background financial analysis contained in the appendices has been updated. The sections in this final report have set out such changes as are required to provide the HRA with a balanced budget for 2018-19.
34. Tenant Council met on 2 January 2018 to consider the December report, and to refer it on to area housing forums. They reconvened on 22 January 2018 to consider any recommendations arising from the area forum consultation and make consolidated recommendations to cabinet, which due to time constraints are reported under separate cover as Appendix E to this report. Homeowner Council are unable to make recommendations in the matter of tenant rents and service charges, but may do so in terms of any proposals regarding non-dwellings charges and in terms of the rest of the HRA budget and considered the report at their meeting of 10 January 2018. Any such comments are reported to cabinet alongside those of Tenant Council. Similarly, the December report was also the subject of formal consultation with Southwark TMO Committee at their meeting on 17 January 2018.

Statutory and Contractual Notifications

35. Subsequent to the approval of the final report on 23 January, 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 commencement of the new rents and charges referred to above.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

36. 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.

37. 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 2016 Act’).
38. The Welfare Reform and Work Act and regulations require (subject to limited exceptions) a 1% annual reduction from a frozen 2015/16 baseline, to the rent payable by social tenants for a period of 4 years. The Act also makes provision, for a period of four years commencing 2016, for the maximum levels of rent for social tenancies commencing after the 8 July 2015; these provisions 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.
39. For social rent properties, the rent reduction requirement applies to the rent element of the charge under the tenancy agreement and not to charges made for services.
40. 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 has taken place in order to comply with this term.
41. Sections 103 (relating to secure tenancies) and 111A (relating to introductory tenancies) of the Housing Act 1985 , and the council’s agreement with its tenants, require that tenants be notified of variation of rent and other charges, by service of a notice of variation, at least 28 days before the variation takes effect.
42. In making a decision the cabinet must have due regard to its equalities duties set out in the Equalities Act 2010 and specifically the need to:
 - Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - Advance quality of opportunity between persons who share a relevant protected characteristic and those who do not. The protected characteristics covered by the equality duty are age, disability, gender reassignment, pregnancy and maternity, race, religion, sex and sexual orientation. The duty also includes marriage and civil partnerships in respect of eliminating unlawful discrimination;
 - Foster good relationships between those who share relevant characteristics and those who do not.

43. The report includes a community impact statement which sets out consideration given to the equality duties in the Equality Act. Cabinet must consider the report author's reference to equalities considerations at paragraphs 28 – 34 of this report.

Strategic Director of Finance and Governance

44. The financial implications arising from the various movements in expenditure/income on the HRA are covered within this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
HRA Indicative Rent-Setting and Budget 2018-19	160 Tooley Street London SE1 2QH	Paula Thornton Constitutional Team 020 7525 4395
Link: (copy and paste into browser) http://moderngov.southwark.gov.uk/documents/s72789/Report%20HRA%20Budget%202018-19%20Indicative.pdf		
Fairer Future Medium-Term Financial Strategy 2016-17 – 2019-20	160 Tooley Street London SE1 2QH	Jennifer Seeley Director of Finance 020 7525 0695
Link: (copy and paste into browser) http://moderngov.southwark.gov.uk/documents/s63776/Report%20Policy%20and%20resources%20strategy.pdf		

APPENDICES

No.	Title
Appendix A	HRA Summary Budget Movements 2018-19
Appendix B	Subjective Analysis of HRA Revised 2017-18 and Base Budget 2018-19
Appendix C	HRA Expenditure and Income Bubble Charts
Appendix D	Objective Analysis of HRA Expenditure 2018-19 by Division
Appendix E	Results of consultation – to be circulated as separate document

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	11 January 2018	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS/DIRECTORATES/CABINET MEMBER		
	Officer Title	Comments Sought
		Comments Included
	Director of Law and Democracy	Yes
	Strategic Director of Finance and Governance	N/a
	Date final report sent to Constitutional Team	11 January 2018

APPENDIX A

HRA SUMMARY BUDGET MOVEMENTS 2018-19

	Total £'000
Budget pressures and commitments:	
Statutory rent reduction and stock/void movement	1,815
Contractual inflation	1,660
Exchequer income services (HRA managed functions)	266
Reduction in Homeowner major works billing	5,000
Reduction in revenue support for the HIP	(5,000)
Homeowner building insurance premium increase	600
Homeowner building insurance premium recovery	(600)
Sub-total	3,741
Rents and charges:	
Commercial property rents	(260)
Homeowner service charges	(130)
Tenant service charges	(391)
Garage and non-dwelling charges	(253)
Fees and charges	(19)
Sub-total	(1,053)
Budget realignment/efficiencies:	
Contingency reserve	(1,057)
NNDR and utility services	(975)
Corporate support costs	(114)
Hoarding service – multi agency intervention	(100)
Supported housing operating budgets	(155)
Area management operating budgets	(237)
Abbeyfield Road office closure	(50)
Sub-total	(2,688)
Total Budget Movements	-

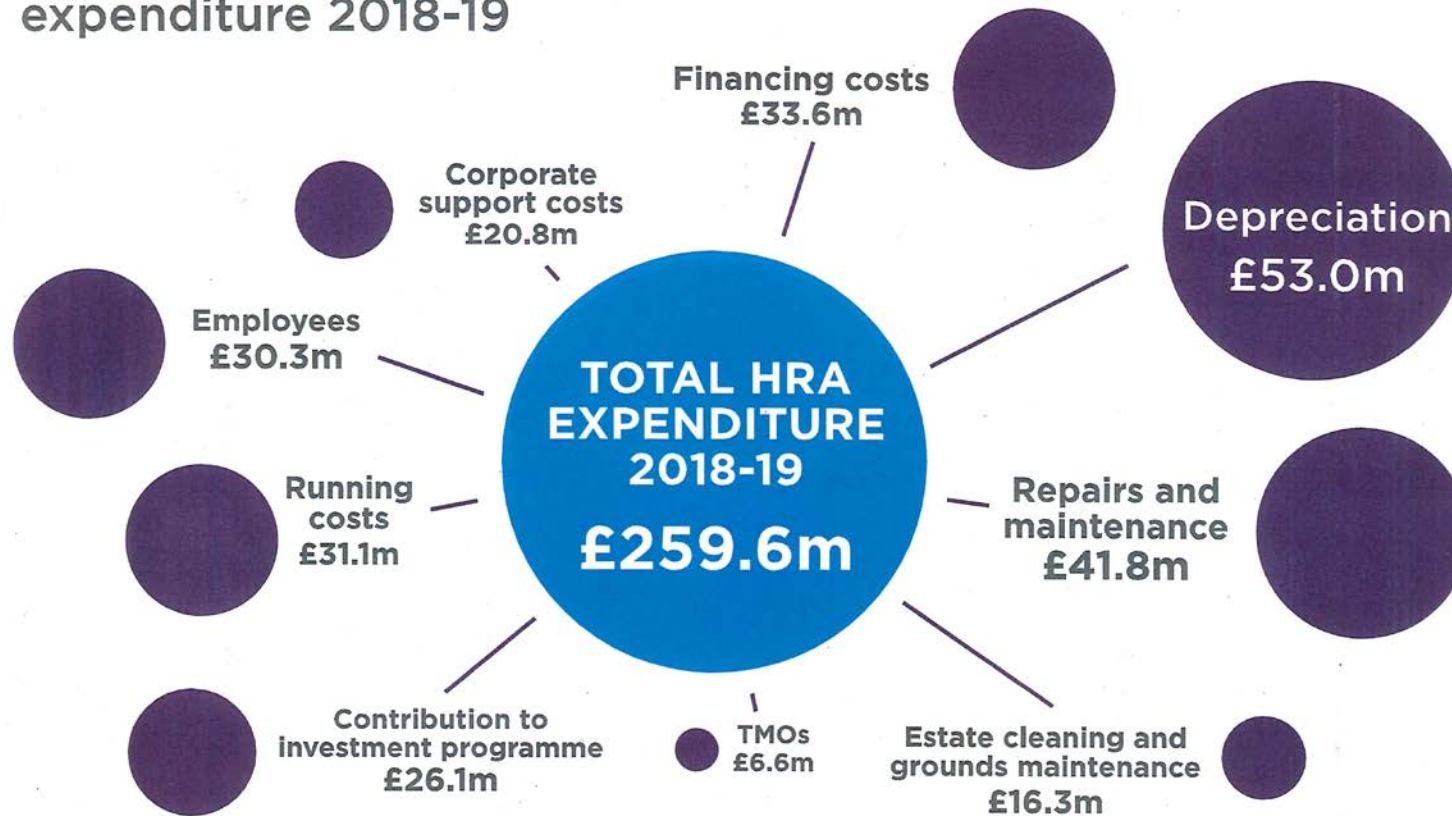
APPENDIX B

SUBJECTIVE ANALYSIS OF HRA REVISED 2017-18 AND BASE BUDGET 2018-19

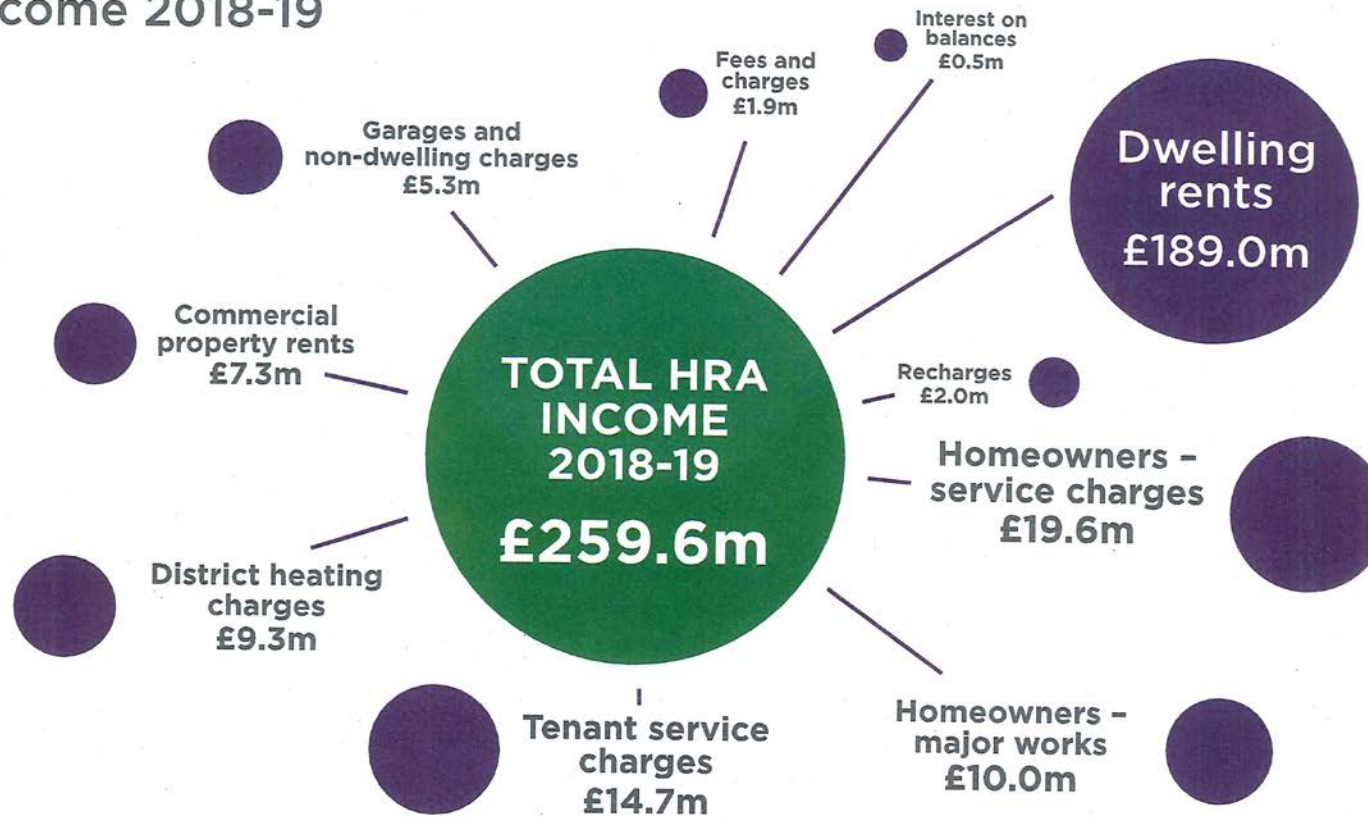
HOUSING REVENUE ACCOUNT	2017-18 Revised Budget	Budget pressures and commitments	Rents and charges	Budget realignment/ efficiencies	2018-19 Base Budget
	£'000	£'000	£'000	£'000	£'000
Expenditure:					
Employees	29,815	540	–	–	30,355
Running Costs	32,184	325	–	(1,362)	31,147
Contingency Reserve	1,057	–	–	(1,057)	–
Estate Cleaning and Grounds Maintenance	15,985	293	–	–	16,278
Repairs and Maintenance	41,232	686	–	(155)	41,763
Contribution to the Investment Programme	31,145	(5,000)	–	–	26,145
Corporate Support Costs	20,323	600	–	(114)	20,809
Depreciation	53,000	–	–	–	53,000
Financing Costs	33,555	–	–	–	33,555
Tenant Management Organisations (TMOs)	6,506	82	–	–	6,588
Sub-total	264,802	(2,474)	–	(2,688)	259,640
Income:					
Dwelling Rents	(190,763)	1,815	–	–	(188,948)
Garages and Non-Dwelling Charges	(5,019)	–	(253)	–	(5,272)
District Heating Charges	(9,274)	–	–	–	(9,274)
Tenant Service Charges	(14,373)	–	(391)	–	(14,764)
Homeowners – Major Works	(15,000)	5,000	–	–	(10,000)
Homeowners – Service Charges	(18,905)	(600)	(130)	–	(19,635)
Interest on Balances	(486)	–	–	–	(486)
Commercial Property Rents	(7,017)	–	(260)	–	(7,277)
Fees and Charges	(1,910)	–	(19)	–	(1,929)
Recharges and Costs Recovered	(2,055)	–	–	–	(2,055)
Sub-total	(264,802)	6,215	(1,053)	–	(259,640)
TOTAL	–	3,741	(1,053)	(2,688)	–

APPENDIX C – HRA EXPENDITURE AND INCOME BUBBLE CHARTS

Housing revenue account expenditure 2018-19



Housing revenue account income 2018-19



OBJECTIVE ANALYSIS OF HRA EXPENDITURE 2018-19 BY DIVISION APPENDIX D

	Budget 2018-19 £m
My Southwark Homeowners	2.1
My Southwark Service Points	0.3
Housing Solutions	1.9
Customer Experience	4.3
Commercial Properties	1.3
Major Projects	7.4
Depreciation	53.0
Financing Costs	33.6
Corporate Support Costs and Departmental Overheads	21.6
Heating Account	9.3
Contribution to Investment Programme	18.7
Home Ownership Unit	8.2
Garage Repairs	1.7
Income Management	3.3
Central Functions	158.1
Tenant Management Organisations (TMOs)	7.0
Tenants Fund	0.5
Homeowners Fund	0.2
Resident Involvement	1.1
Communities	8.8
Supported Housing	5.1
Estate Cleaning	12.4
Refuse Collection	1.3
Grounds Maintenance	2.6
Pest Control	1.3
Housing Strategy and Business Support	1.4
Estate Parking	0.7
Tenancy Management	13.7
Resident Services	38.5
Investment, Asset Management and Regeneration	2.6
Engineering and Heating	21.2
Repairs and Maintenance	26.1
Asset Management	49.9
TOTAL HRA EXPENDITURE	259.6

Item No. 10.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Southwark Joint Mental Health and Wellbeing Strategy 2018-2021	
Ward(s) or groups affected:		All wards	
Cabinet member		Councillor Richard Livingstone, Adult Care and Financial Inclusion	

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

The Joint Mental Health and Wellbeing Strategy has been co-produced with input from the diverse communities that make Southwark special. Delivering against the intent of our strategy will ensure services are relevant, acceptable and responsive to the needs of these local communities. The strategy builds on the Council plan to develop a new relationship with residents built on trust, openness and transparency in all we do.

The strategy sets out the framework within which we will transform mental health services to ensure no one is left behind. A key component of the strategy is to ensure individuals who experience mental health problems are not stigmatised or marginalised and experience health and social care services that treat the mind and body in the same way.

The strategy comes at a time when public attitudes towards mental health are improving, and there is a growing commitment among Southwark communities, workplaces, schools and within Government to change the way we think about it. During engagement on the joint strategy Southwark residents were very clear that their priorities were prevention, access, integration, quality, managing crisis and a having positive experience of care. In addition to supporting access to good quality mental health services, the strategy supports the ambition to have a decent place to live, a job and good quality relationships within local communities.

The strategy will also have a part to play in tackling inequalities, with mental health problems disproportionately affect people living in poverty, those who are unemployed and who already face discrimination. In 2018 as we deliver against the strategy intent we will employ an approach which aims to build community capacity and coproduce service models that meet the health needs of socially excluded groups through equitable access, experience and outcome.

Finally, I would like to thank all who contributed to the joint strategy content, particularly Health Watch for detailed and constructive feedback which strengthened crisis pathway content, and look forward to moving into the action and delivery phase during 2018-19.

RECOMMENDATIONS

1. That cabinet approves the final version of the Southwark Joint Mental Health and Wellbeing Strategy (2018-2021) (Appendix 2).
2. That cabinet agrees to the development of a delivery plan to implement the actions identified in the strategy.

BACKGROUND INFORMATION

3. In March 2016 the Education and Children's Services Scrutiny Committee and Healthy Communities Committee carried out a joint enquiry to support development of a local mental health strategy. Their findings and subsequent enquiry report brought together a set of recommendations which provided the framework for the current strategy document.
4. Southwark's Joint Mental Health and Wellbeing Strategy has now been finalised after a range of engagement activities with local people and communities. The draft strategy document has been extensively re-written and will go through Southwark Clinical Commissioning Group (CCG) and Council governance processes to seek final sign-off and approval to proceed to the implementation phase.

Development of the Southwark Strategy

5. In August 2016 Southwark CCG and Southwark Council commissioned Contact Consulting Ltd to undertake consultation and drafting of a strategy for Southwark. Contact Consulting went on to complete two open listening events in November 2016 which were attended by over 120 people. This enabled them to identify key local priorities and concerns which they used to inform the development of the strategy document and action areas.
6. The first version of the strategy was completed by Contact Consulting at the end of March 2017. From June to August 2017 the draft strategy went through further re-writes to arrive at the final draft. This draft then went out for final consultation and engagement with local people and stakeholders between August and October 2017.
7. A wide range of Southwark residents attended both periods of strategy engagement (winter 2016 and autumn 2017) and their input has proved to be invaluable in shaping the final strategy document and action plan. Attendees at the engagement events included people using mental health services, carers, local providers and stakeholders, as well as the general public.
8. Other ways of capturing people's views and experiences were also used including patient stories and user journeys, use of the Council's Consultation Hub, engagement with Patient Participation Groups in general practice settings, individual interviews and use of social media including Facebook and Twitter (#Southwarkwellbeing).
9. To fully inform the themes and priorities within the document a comprehensive review of literature was undertaken with the support of the Public Health team. This included collating evidence and best practice guidance, public health data and intelligence, as well as reviews of national and local policy.
10. Input has also been sought from Southwark Council departments to ensure the

strategy offered an holistic approach to support, This included Community Safety, Housing, Older Persons' Services and Southwark Youth Council.

Governance and oversight

11. Development of the strategy has been overseen by a reference group with system-wide membership including CCG and Council commissioners and service directors, elected member representatives (Councillor Livingstone and Councillor Dennis), Public Health, HealthWatch, GP Clinical Leads for Mental Health and Children and Young People. The reference group has provided extensive feedback on the different iterations of the document produced prior to this final draft report.
12. The strategy engagement approach was endorsed by the Engagement Advisory Board in November 2016, which has representation from Southwark Council's Community Participation Team, Southwark CCG's Engagement Team and GP clinical leads.
13. Reports on progress of the strategy have been presented to a number of CCG and Council Boards to provide assurance on its development and approach to senior managers and Council members. A summary of engagement and assurance activities is available in appendix 1.

Strategic links

14. This all-age strategy provides a framework for the promotion of positive wellbeing for all Southwark residents, and supports the mental health recovery and prevention agendas. There is a strong emphasis on building resilient communities, enhancing Southwark's universal community and primary care offer and delivering better outcomes for people who have complex needs.
15. The strategy is informed by the national strategy No Health without Mental Health (2011) as well as other legislative and policy drivers such as the Care Act (2014) and Five Year Forward View (2014). The Five Year Forward View for Mental Health (2016) highlights the promotion of good mental health and prevention of poor mental health as a key NHS priority action to be achieved by 2020/21. Southwark's strategy will contribute to the achievement of this goal locally.
16. Interdependencies with local strategies have also been considered including the Five Year Forward View for Southwark (2016-2021), the South-East London Sustainability and Transformation Plan (2016-2021), the Joint Southwark Children and Young People's Strategic Framework (2016), the Southwark Health and Wellbeing Strategy (2015-2020), Child and Adolescent Mental Health Services (CAMHS) Transformation Plan (2015-2020), the Carers Strategy and Suicide Prevention Strategy (2017).
17. As the strategy is implemented it will also be responsive to new initiatives such as Thrive London, a mental health initiative sponsored by the London Health Board and Mayor of London.

KEY ISSUES FOR CONSIDERATION

Strategy vision and priority areas

18. The philosophy of the strategy is to shift towards prevention, early intervention, self-care and recovery with high quality, joined-up support closer to home. This moves away from more institutional and hospital-based models of care. The strategy vision is:

'Our vision is to improve the mental health and wellbeing outcomes of our residents in Southwark. We will improve the physical health of people living with serious mental illness and increase life expectancy for this population group. We will focus on prevention and early intervention, whilst delivering a sustainable mental health system in Southwark. This will require simplified and strengthened leadership and accountability across the whole system. It is fundamental that we unlock the potential of Southwark communities to enable active, resilient citizens and self-reliant communities in these times of quick-paced regeneration in the borough. By engaging with providers and working in partnership with the third and voluntary sector we will transform the mental health and wellbeing of Southwark residents'

19. A broad range of themes from the various engagement activities were cross-referenced with recommendations from CCG and Council boards and against local strategies to ensure strategic alignment. The five strategic priorities which have been developed are:

i. Prevention of mental ill health and promotion of wellbeing

We will focus on intervening early to prevent mental health problems developing, and ensure that there is good education and support available in our schools. We will promote good mental health and wellbeing across all age groups in Southwark

ii. Increasing community-based care and supporting communities

We will work towards delivering more community-based care in Southwark and ensure we have a sustainable and resourceful voluntary and community sector. We will support local communities, and publicise the range of community assets available in the borough

iii. Improving clinical and care services

We will deliver a sustainable mental health system in Southwark focussing on models of care that generate better outcomes, considering where care is delivered and how it is delivered

iv. Supporting recovery

We will place the principles of recovery at the heart of our approach to commissioning. We will ensure that local people are aware of the wide range of local organisations and community assets available in Southwark. We will create opportunities for people to engage in meaningful activities which promote social and community connection

v. Improving quality and outcomes

We will deliver improved system-wide outcomes for our residents who live with a mental illness and other issues such as physical health problems. We will focus on improving data and systems to evaluate our progress in patient experience, quality and the efficiency of our services

20. Each of these priorities will require a number of actions to be undertaken: some may require investment while others will require different ways of working with partners and local people.

Strategy implementation

21. The strategy includes a range of action areas and intentions linked to each of the priority areas. Following final sign-off from Southwark CCG and Southwark Council a delivery plan will be developed which will outline how actions will be implemented over the next three years. Implementation of this strategy will require ongoing co-design with local people, and greater use of asset-based approaches to care and support. The ultimate aim of the strategy implementation process should be to make the best use of the finances and resources available in the borough to improve mental health and wellbeing for all residents.
22. Implementation of the strategy will involve Southwark CCG and Council working collaboratively with local people and organisations, linking in with other developing initiatives such as the Southwark alliance and population segmentation approaches. Officers will ensure that senior CCG and Council managers provide governance and oversight during the development of the strategy delivery plan.
23. Strategy delivery will be overseen by the Severe Mental Illness Commissioning Development Group as well as the Joint Commissioning Strategy Committee. Regular reports will be provided to these meetings and officers will attend overview and scrutiny and other senior boards in order to give a full update on progress.

Risks and advantages

24. There are no identified risks associated with the recommendations in this report. However, it is possible that risks may become apparent through development and implementation of the strategy and delivery plan.

25. The strategy delivery plan will offer opportunities for improved partnership working across the mental health system, as well as opportunities for greater collaboration with local residents as new services and ways of working are co-produced.

Community impact statement

26. The development of Southwark's Joint Mental Health and Wellbeing Strategy has taken account of the needs of local communities including people identified as possessing protected characteristics. No adverse equalities impacts have been identified at this stage as the strategy aims to better target and support all Southwark residents as its priorities and action areas are developed.
27. The strategy has been reviewed to ensure it does not adversely affect any different communities or groups of people, and contains opportunities to support them positively now and in the future. The vision of the strategy is to unlock the potential of Southwark communities to enable active, resilient citizens. Delivery of the strategy will seek to advance equality of opportunity and foster good relations between people with protected characteristics and those without.
28. It is proposed that an Equality Impact Assessment (EIA) is completed for the delivery plan and any subsequent commissioning intentions required to achieve the objectives identified in the strategy. No specific variations to services are proposed at present.

Resource implications

29. Commissioners within the Partnership Commissioning Team will be responsible for implementation of the strategy in conjunction with CCG and Council partners. As the delivery plan is developed any actions arising which have resource effects will be subject to separate decision-making process.

Legal/Financial implications

30. There are no legal or financial implications at present. However, as the strategy moves to its delivery phase any legal/financial implications which become apparent will be highlighted.

Consultation

31. The strategy has been extensively co-produced with large number of local people and stakeholders through a wide range of engagement activities in winter 2016 and autumn 2017. A summary of the activities and meetings which have informed the final strategy document is available as an appendix to this report.
32. In future commissioners will work with Healthwatch colleagues to develop an engagement plan to support the strategy delivery and implementation process. A regular Public Engagement Forum will be established to ensure local people are able to fully input into the design of new services and ways of working in Southwark.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Summary of strategy engagement October 2016-January 2018
Appendix 2	Southwark Joint Mental Health and Wellbeing Strategy 2018-2021

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Adult Care and Financial Inclusion	
Lead Officer	Rod Booth, Head of Mental Health and Wellbeing, NHS Southwark CCG	
Report Author	Karen Clarke, Senior Commissioning Officer, NHS Southwark CCG	
Version	Final	
Dated	11 January 2018	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
		Comments Included
	Director of Law and Democracy	No
	Strategic Director of Finance and Governance	No
	Director of Commissioning Children's and Adults' Services Southwark Council	Yes
		No
	Cabinet Member	Yes
		Yes
	Date final report sent to Constitutional Team	11 January 2018

APPENDIX 1

Summary of engagement activities:

Engagement Event or Meeting	Date	Version
CCG/Council Strategy Reference Group	October 2016 - May 2017	Draft v1-v4
CCG Clinical Leads and Lay Member Briefings	October 2016 - June 2017	Draft v1-v4
CCG/Council Open Listening Events	15 and 30 November 2017	N/A
CCG South Southwark Locality Patient Participation Group (PPG)	10 January 2017	Draft v1
Council Healthy Communities Scrutiny Committee	19 January 2017	Draft v1
Council Community Council - health and wellbeing exhibition (Peckham and Nunhead Community Council)	28 January 2017	Draft v1
CCG Commissioning Strategy Committee	9 February 2017	Draft v1
Council Education and Children's Scrutiny Committee	27 February 2017	Draft v1
CCG Children and Young People's Commissioning Development Group	13 April 2017	Draft v2
CCG Governing Body Seminar	8 June 2017	Draft v3
Council Camberwell Community Council	21 June 2017	Draft v4
Council Children and Adults Board	28 June 2017	Draft v4
CCG Engagement Advisory Group (CDG Challenge Group)	13 July 2017	Draft v5
Council Scrutiny Sub Committee (Healthy Communities)	13 September 2017	Draft v6
Council Consultation Hub exercise	8 Aug - 15 September 2017	Draft v6
CCG/Council Service User Engagement Event	11 September 2017	Draft v6
Borough, Bankside and Walworth Community Council	21 September 2017	Draft v6
CCG Council of Members	27 September 2017	Draft v6
Council Children and Adults Board	13 November 2017	Draft v7
CCG Commissioning Strategy Committee	7 December 2017	Draft v10
CCG Governing Body	11 January 2018	Draft v16
Council Cabinet	23 January 2018	Draft v16



APPENDIX 2

NHS Southwark Clinical Commissioning Group (CCG) & Southwark Council

Joint Mental Health and Wellbeing Strategy 2018-2021

02.01.18

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FOREWORD

Good mental health and a sense of wellbeing are central to living a purposeful, healthy and enjoyable life, because there is no health without mental health. Yet, for too many people, the reality is that they are living with poor mental health and its wide-ranging and long-lasting consequences for themselves, their family, friends and community. Many people who live in Southwark will be affected, directly and indirectly, by the impact of poor mental health and wellbeing. In this strategy we are setting out the areas where we, NHS Southwark CCG and Southwark Council, believe we should be focusing our efforts to maximise the opportunities and outcomes for our population to thrive, live, work and grow.

We believe that because poor mental health and outcomes can be determined from early childhood, a life course approach should be taken to ensure that our focus is on early help and support for families, protection of our children and promotion of positive wellbeing in all aspects of life. This preventative approach will then have positive consequences as our children grow into adulthood and older age.

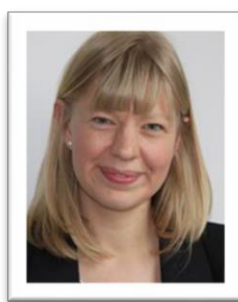
During engagement on the joint strategy Southwark residents were very clear that their priorities were prevention, access, integration, quality, managing crisis and having a positive experience of care. In addition to supporting access to good quality mental health services, the strategy supports the ambition to have a decent place to live, a job and good quality relationships within local communities. We would like to thank all who contributed to the joint strategy content, particularly Health Watch, for detailed and constructive feedback which has strengthened crisis pathway content.

The strategy will have a part to play in tackling inequalities, as mental health problems disproportionately affect people living in poverty, those who are unemployed and people who already face discrimination. In 2018 as we deliver against the strategy we will employ an approach which aims to build community capacity and enables us to co-produce new service models.

In this strategy, we set out our intention to continue to work in partnership across the CCG and Council with the NHS, voluntary and third sector services, and with the public to deliver the best possible health and social care outcomes for our residents in Southwark.



Jonty Heaversedge
CCG Chair



Councillor Helen Dennis
Southwark Council
Mental Health Champion



Councillor Richard Livingstone
Southwark Council Cabinet Member
Adult Care and Financial Inclusion

1. INTRODUCTION

Southwark has a young, diverse and vibrant population of approximately 310,000 people. As an inner London borough, Southwark is the 40th most deprived Local Authority in England and yet we have an affluent north and south edge of the borough and many visitors and tourists travelling in and out of the borough. Southwark is also a borough which continues to face significant public health challenges, and health inequalities between its populations are widening.

Mental health problems account for the largest burden of disease in the UK, at 28% of the total burden¹. The numbers of people with mental health problems in Southwark is higher than the London or England average - this is because the borough has relatively more high-need groups. Mental ill health is associated with a wide range of poorer physical and mental health outcomes, including significantly increased risk of earlier death, social exclusion and economic hardship.

People can be affected by mental health problems at any point in their lives; including new mothers, children, teenagers, adults and older people. Good mental health and wellbeing, and not simply the absence of mental illness, has been shown to result in health, social and economic benefits for individuals, communities and populations. Benefits include better physical health, improved productivity, higher incomes, reduced absenteeism, less crime and reduced mortality.

In Southwark we wish to achieve a sustainable mental health system, where high quality, responsive and accessible services result in improved outcomes for those with mental health issues. Mental health services in the borough need to reflect and respond to the needs and wishes of our local population, and be delivered without stigma or discrimination.

We recognise that we need to adopt new ways of working; recognising parity of esteem (valuing mental health equally with physical health), changing the way we commission, placing a greater focus on prevention and leveraging local assets to develop stronger, more resilient communities. Improving mental health and wellbeing requires a whole borough, whole system approach. It is essential that Southwark Clinical Commissioning Group (CCG) and Southwark Council work together with service providers, the voluntary and community sector, employers, people using services, carers, families and communities. Mental health is everyone's business and everyone has a role to play.

¹ Ferrari et al (2013), referenced in Southwark's Joint Strategic Needs Assessment, 2017

2. OUR VISION

Our vision is to improve the mental health and wellbeing outcomes of our residents in Southwark. We will improve the physical health of people living with serious mental illness and increase life expectancy for this population group. We will focus on prevention and early intervention, whilst delivering a sustainable mental health system in Southwark. This will require simplified and strengthened leadership and accountability across the whole system. It is fundamental that we unlock the potential of Southwark communities to enable active, resilient citizens and self-reliant communities in these times of quick-paced regeneration in the borough. By engaging with providers and working in partnership with the third and voluntary sector we will transform the mental health and wellbeing of Southwark residents.

In order to realise this vision, Southwark CCG and Southwark Council have developed the Joint Mental Health and Wellbeing Strategy to better understand our population and the challenges they face. A large number of local people and organisations have participated in co-producing this strategy, and they have helped us identify the key priorities that we need to focus on in order to deliver improved borough outcomes over the next three years.

Our intention is to shift our focus to promoting wellbeing and intervening early to support people and their families. To do this we recognise that we need to work together in new ways, and make better use of the wealth of assets that are available in the borough. Making this happen will require improved joint working across organisations in Southwark, and better engagement with local people and communities.

In delivering our vision for mental health and wellbeing we will be guided by the eight principles set out in NHS England's Five Year Forward View for Mental Health:

1. Decisions must be locally led
2. Care must be based on the best available evidence
3. Services must be designed in partnership with people who have mental health problems and with carers
4. Inequalities must be reduced to ensure all needs are met across all ages
5. Care must be integrated, spanning physical, mental and social needs
6. Prevention and early intervention must be prioritised
7. Care must be safe, effective and delivered in the least restrictive setting
8. The right data must be collected and used to drive and evaluate progress

3. POLICY CONTEXT

This strategy is fully aligned to the main ambitions and priorities of the following national strategies:

NHS Five Year Forward View (2014)

The Five Year Forward View sets out a clear ambition for the future of mental health services in England:

- To create genuine parity of esteem (equality) between physical and mental health
- Improve waiting times so that 95% of people referred for psychological therapies start treatment in 6 weeks for a fortnight for those experiencing their first episode
- Provision close to home for those with intensive needs, particularly young people
- New commissioning approaches to transform service delivery

Five Year Forward View for Mental Health (2016)

This taskforce report describes priorities for change over the next five years. Priorities identified in the implementation plan include:

- **Supporting people experiencing mental health crisis** – by 2020/21 expand crisis resolution and home treatment teams to ensure 24/7 community-based mental health crisis response is available
- **Improving responses to mental and physical health needs** – by 2020/21 more people living with severe mental illness have their physical needs met
- **Transforming perinatal care for children and young people** – fundamental change in the way children and young people's services are commissioned and delivered, more children and young people having access to high quality mental health care when they need it and more women accessing evidence-based specialist mental health care during the perinatal period
- **Access standards and care pathways** – by 2020/21 clear and comprehensive set of care pathways with accompanying quality standards and guidance for the full range of mental health conditions
- **Acute and secure care** – partnership led co-produced standards to ensure acute mental health care is provided in the least restrictive manner and as close to home as possible
- **Tackling inequalities in access and outcomes** – addressing inequalities in access to early intervention and crisis care and rates of detentions
- **Supporting employment** – recognising employment as a crucial health outcome and supporting people with mental health problems to find and stay in work
- **Transparency in data** – to support improvements in commissioning, inform effective decision-making and promote choice, efficiency, access and quality
- **Workforce** – good management of mental health in the workplace and the provision of occupational mental health experience and effective workplace interventions.
- **The Care Act 2014** has changed many aspects of how social care is arranged, and is intended to give greater control and influence to those in need of support. It makes clear that local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.

Regional Policy Context

Sustainability and Transformation Partnerships (STPs) are a new planning framework for NHS services. Our Healthier South East London (OHSEL) Sustainability and Transformation Plan operates across Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark. A key aim is to move care out of hospitals into local communities so care can be provided closer to where people live, and to help people live healthy lives and stay well as long as possible.

Mental Health is a cross-cutting theme across all key priority areas in the OHSEL plan, and a specific mental health work programme has been developed which will:

- Develop consistent and high quality community-based care and prevention
- Improve quality and reduce variation across both physical and mental health services
- Reduce cost through provider collaboration
- Develop sustainable specialised services
- Change how we work together to deliver the transformation required.

The key priorities of the Mental Health and Wellbeing Strategy align to the sub-regional STP plan and we will seek to work across geographical 'footprint' boundaries in order to improve outcomes and deliver sustainable mental health provision. Details of OHSEL's Mental Health Regional Milestone Tracker and 12 Work Streams are available in appendix 3 of this document. This will be used to support strategy delivery plans and review.

Thrive London

Thrive London is an initiative led by the London Health Board (LHB) and the Mayor of London. The Mayor has joined forces with over 200 experts, residents, voluntary, public and private organisations, clinicians and academics to spearhead a city-wide campaign that will support Londoners to lead healthier, happier lives. Through Thrive London six aspirations have been agreed for the capital, which include:

- Supporting more Londoners to maintain good mental health
- Developing a programme to stamp out mental health stigma and discrimination
- Working with schools and youth organisations to get young people involved
- Working with employers to improve mental health in the workplace
- Using digital technology to boost Londoners' access to support and services
- Working with partner organisations to reduce the number of suicides in London.

Southwark will take account of the work of Thrive London as it emerges, and work proactively to introduce new initiatives and pilots collaboratively.

Local Policy Context

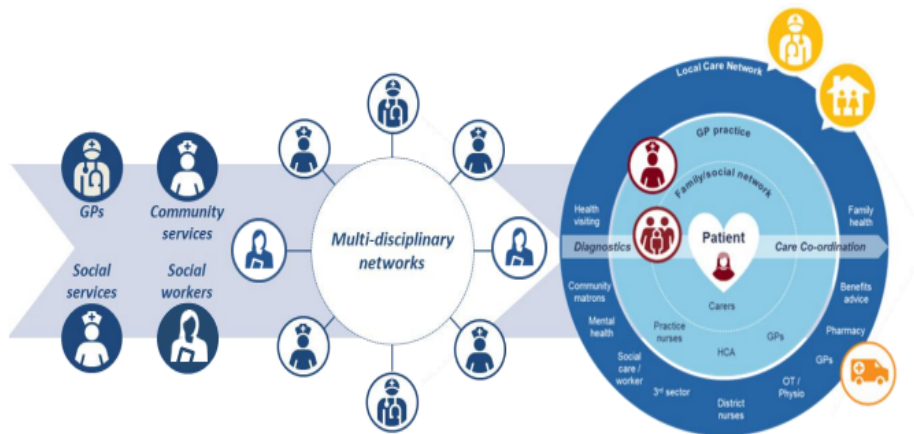
Southwark’s Voluntary and Community Sector Strategy (2017-2022) has informed several areas of this Mental Health and Wellbeing Strategy, in particular section 8 below.

The Southwark Five Year Forward View of Health and Social Care (2016/21)

This document outlines how sustainable models of care for the future can achieve better outcomes for our local population while making best use of the resources available in Southwark. It focusses on:

- Emphasising populations rather than providers
- Focusing on total system value rather than individual contract prices
- Focusing on *how* care is delivered as well as *what* care is delivered.

In terms of mental health, the strategy talks to improving complex care pathways, developing more integrated services, strengthening community services and focusing on key vulnerable groups. Southwark’s Five Year Forward View of Health and Social Care highlights a key local ambition to create a much stronger emphasis on prevention and early intervention as well as better integration between health and social care, and wider council services.



What this means for me as a...	Traditional models [Small molecules] <i>Working as isolated units</i>	More integrated working [Small cells] <i>Working as small joined-up teams</i>	Accountable care [Living system] <i>Working as a dynamic and complex system</i>
...service user	<ul style="list-style-type: none"> • Sometimes services are good, sometimes they are not, it's a bit of a lottery • I feel looked after in an emergency but at other times I'm left confused and disempowered • I have to fit around the system and it's inconvenient 	<ul style="list-style-type: none"> • I know more about what is going on • Clinicians know more about what has happened in my care • People ask me about what I need • I'm feeling more confident about how to live well, and what to do when I start to feel like I'm getting unwell 	<ul style="list-style-type: none"> • I feel in control of my life and the care I receive, and I know what's going on • Professionals work together to support me • The little but important things are thought about
...staff member	<ul style="list-style-type: none"> • I'm isolated with little opportunity to work in a team • I'm frustrated at the lack of coordination • There is little opportunity to sort things out creatively, at the root of the problem 	<ul style="list-style-type: none"> • I get help from others when confronted with complex situations • I'm developing new relationships and connections • I can sort out the things that count 	<ul style="list-style-type: none"> • I feel part of a team and I am learning new things that make me feel more confident in what I do • I feel I'm able focus on the things I'm good at and let others do what they are good at
...commissioner	<ul style="list-style-type: none"> • I try to take responsibility for detailed pathway design • I focus on the transactional rather than the transformational 	<ul style="list-style-type: none"> • I can spend more time thinking about what people actually want from services (outcomes) rather than just tracking inputs, targets and expenditure 	<ul style="list-style-type: none"> • I spend my time looking at whether we are really delivering quality outcomes for people for the funding we have. I can see the wood for the trees

Figure 1: New Models of Care - Southwark Five Year Forward View of Health and Social Care (2016)

The Joint Report on Mental Health Provision in Southwark (2016) included 33 recommendations made by the Council's Education and Children's Services sub-committee and the Healthy Communities sub-committee. The recommendations will contribute to development of the delivery plan for Southwark's Mental Health and Wellbeing strategy. Covering a wide range of health and social issues that have an impact on mental health and wellbeing, the recommendations include:

- Early help and preventative interventions
- The transition from children's to adult mental health services
- The operation of health services, including Child and Adolescent Mental Health services (CAMHS)
- The role of schools and other education services in supporting children and young people and identifying mental health issues
- The impact of housing and accommodation
- Social media and cyber bullying
- Equality of access to services, including for Black and Minority Ethnic (BME) groups
- The importance of reducing stigma and making sure our workforce are trained and has an acute awareness of issues around mental health and wellbeing.

As well as focussing on adults Southwark's Mental Health and Wellbeing Strategy covers prevention and wellbeing in all age groups and so makes the necessary links across to local children and young people's plans. The strategy recognises that support around mental wellbeing and mental health problems should start with early support for new mothers and babies and run through to ensuring mental health and wellbeing is embedded in schools and nurseries.

There is good evidence that supporting good parenting skills and developing children's social and emotional skills can improve mental wellbeing and prevent some mental health problems persisting into adulthood. As 50% of mental health problems are established by age 14 and 75% by age 24², appropriate support for children and young people is crucial. If tackled early problems in adulthood can be reduced and early intervention targeted at younger people can result in greater benefits than intervention at any other time in the lifespan. It can be particularly difficult for looked-after children and young people, who are one of the most vulnerable groups in our society. We know that timely and effective intervention is critical for children and young people who are particularly vulnerable, positively affecting their health outcomes, their life opportunities, happiness and wellbeing³.

² Mental Health Foundation website

³ Mental health and wellbeing of looked-after children: Govt response to the Committee's Fourth Report of Session 2015-16

Southwark's plans include:

- **Southwark Local Transformation Plan for Children and Young People's Mental Health**

This plan was agreed by the Health and Wellbeing Board in 2015 and refreshed in October 2016. The document describes the outcomes we want to achieve for the mental health of children driven by the recommendations in Future in Mind, and sets out our plans for achieving those outcomes.

- **Southwark Children and Young People's Health Education and Social Care Strategic Framework**

A range of local priorities were agreed by Southwark's Health and Wellbeing Board which are set out in the strategic framework above

- **Care Quality Commission thematic review of services**

Southwark was one of ten areas selected by the Care Quality Commission (CQC) to participate in fieldwork for the Government-commissioned review of mental health services for children and young people in England. CQC visited Southwark in October 2017 to complete a thematic review of services. Initial feedback identified seven themes which included the following key areas:

- Working on partnership and transformation is still at an early stage, work needs to take place to build trust, shared language and systems
- Innovation was evident in Southwark but needed to be joined up at a strategic level. However, there was evidence of development in schools for example where children had an understanding of mindfulness
- Services are complex and fragmented and so there needs to be clarity about pathways and eligibility criteria, there is also a need for care navigators. The referral threshold to CAMHS is high and below that threshold there is a perceived gap
- Ethnic and cultural diversity needs urgent attention with an improvement in cultural competency. Recording of sexuality and gender identity also needs to be improved
- Support in schools needs to be improved as children have more difficulties seeking support after primary school because the system becomes more fragmented. Children wanted teachers to have guidelines about children and mental ill health and to know what CAMHS is. They also felt they should have access to digital CAMHS provision through an app. and guidelines for teachers for when children are feeling unwell

4. FINANCIAL LANDSCAPE

This strategy is the start of a process of consultation and decision-making about where best to direct available resources across Southwark CCG and Southwark Council. All areas are experiencing financial difficulties and constraints at present and so have had to make hard decisions about where best to direct resources.

In this context we are proposing to review the balance of spending and consider shifting our investment towards prevention and primary care, co-producing new models of support with local people and stakeholders. We will pursue plans to join budgets between Southwark CCG and Southwark Council through innovative arrangements such as population segmentation and alliance approaches. We will commission for outcomes so that we can be assured that money we spend has a direct impact on improving outcomes for all people in Southwark.

The table below sets out the 2016/17 spend in the borough:

Budget for Southwark mental health services in 2016/17:	CCG	Council	Total
Child and Adolescent Mental Health Services (CAMHS)			£5,539,000
South London and the Maudsley NHS Foundation Trust (SLaM)	£48,555,960	£694,538	£49,250,498
Increasing Access to Psychological Therapies (IAPT)	£3,300,000		£3,300,000
Voluntary and community services	£401,779	£468,276	£870,055
Supported Housing (forensic, high/medium, medium-low, homeless mental health services)	£1,892,473	£4,712,499	£6,604,972
Nursing and residential		£3,948,727	£3,948,727
Total			£69,513,252

Figure 2: Total mental health spend across Southwark CCG and Council in 2016/17
*split of CCG £4,139,000 and Council £1,400,000

NHS national planning guidance for 2017-2019 states that CCGs will continue to grow their investment in mental health in line with their overall budget allocation, with increases of 2-3% each year. There is also an expectation that CCGs will spend no less than 14.2%

of its total budget on mental health. For 16/17 this target was met in Southwark with 14.4% of the CCG budget spent on mental health.

Southwark Council also faces great financial challenges now and into the future, and Government funding reduced by £15m in 2017-18. At the same time as central Government funding decreases, local Children's and Adults' services have experienced increased demand pressures.

The pressures on Southwark CCG and Southwark Council budgets look set to continue well into the future, so we must make the best use of the combined resources that are available to us. We want the resources in Southwark to benefit all of our residents as a population and community, rather than as individual users of separate services.

We will work closely with our partners such as the South London and Maudsley Trust (SLaM) and our voluntary sector providers to review funding arrangements. We will review whether our services provide value for money and consider the outcomes they are achieving for local people. We will also ensure we maintain a strong focus on improving mental health and other services across Southwark.

We believe that we can improve services and outcomes in Southwark in ways that will save money over time, and then invest those savings to make further improvements. This approach follows NHS England's Five Year Forward View for Mental Health, which concludes that new models of care and early intervention services can reduce the costs of providing acute and crisis support later on.

We will particularly target areas where there is unmet need and the potential for savings through early and effective intervention is significant. These include: improving perinatal mental health services for new and expectant mothers; targeting links between physical and mental health; and improving support for recovery and social inclusion (including peer support, improved access to accommodation and employment).

In summary, we will think imaginatively about how we use the resources that we have and work collaboratively to allocate them in the best possible way. We will move towards more integrated commissioning arrangements which we will develop in partnership with local people and communities.

5. MENTAL HEALTH IN SOUTHWARK

Southwark's Joint Strategic Needs Assessment for Mental Health (JSNA-MH) was published in 2017 and outlines important data about the incidence of mental illness. It is thought that £1 in every £8 spent in England on long-term conditions is linked to poor mental health. Local data about the incidence of different mental health conditions is also available:

Common mental disorders (CMD) include conditions such as depression and anxiety. Results from the 2014 Adult Psychiatric Morbidity Survey (APMS) show that 1 in 6 adults had a common mental disorder (CMD) in the week prior to the survey, rising to almost 1 in 5 adults in London. Applying the London prevalence to Southwark would equate to almost 47,600 adults in the borough experiencing a CMD. Population projections suggest this could increase to around 52,000 adults over the next decade.

According to the 2014 APMS the prevalence of CMD has increased since the previous survey, mainly driven by rises among women with rates among men broadly stable. Almost 1 in 5 women reported experiencing CMD in the past week, compared to almost 1 in 8 men. The gender gap is particularly pronounced among those aged 16-24. Women are also more likely to have severe symptoms of CMD. Applying results from the latest APMS survey to the Southwark population now suggests that 26,300 women in the borough will have experienced CMD in the last week, compared to 16,400 men.

Severe Mental Illness (SMI) refers to a range of conditions which include schizophrenia, bipolar affective disorder and depression with psychosis. This cohort has significant health needs and also experiences great socio-economic disadvantage. People with SMI in Southwark are more likely to be male, older and from a Black ethnic background.

The APMS identified a number of factors associated with higher rates of mental disorders:

- The 2014 survey showed that levels of mental illness were higher among people living alone
- Those claiming Employment Support Allowance (ESA) were also identified as a particularly vulnerable group
- In February 2016 there were 6,000 people in Southwark claiming ESA for mental and behavioural disorders, equating to almost half of all claimants
- In the 2014 survey, just over a quarter of adults (27.7%) reported having at least one of the five chronic physical conditions assessed in the study (asthma, cancer, diabetes, epilepsy, high blood pressure).

Physical and mental health

- People with severe and prolonged mental illness are at risk of dying an average of 15-20 years earlier than other people, mainly due to their poor physical health
- People with long term physical illnesses are likely to suffer from depression or anxiety, but this is often overlooked

- Drug and alcohol problems can occur alongside mental health problems. This 'dual diagnosis' is present in approximately one in five people who are being treated by a community mental health service and is higher in inpatient mental health services or secure services.

Mental health across the life course

- Half of all mental health problems have been established by the age of 14, rising to 75% by the age of 24
- One in five mothers suffers from depression, anxiety or in some cases psychosis during pregnancy
- During adulthood the role of family, and the workplace are important in mental health and wellbeing
- One in five older people, and two out of five people in care homes, are affected by depression. Many are not treated
- Almost 1,200 people over 65 years old in Southwark have been diagnosed with dementia. Rates are predicted to rise over the coming years as our population ages

Southwark mental health services

Southwark's Joint Strategic Needs Assessment for Mental Health gives a useful picture of the numbers of adults accessing local services:

- In 2015-16 there were 8,325 people in Southwark accessing adult secondary mental health and learning disability services
- Around 1 in 11 (8.7%) of those spent time in hospital during the year, compared to around 1 in 20 nationally (5.6%)
- Nationally Black or Black British ethnic groups had the highest proportion of people who had spent time in hospital in the year, with levels more than twice the average for the White ethnic group

Southwark's Children and Young People's Mental Health and Wellbeing Transformation Plan (2017) also gives an outline of local incidence. Almost 10% of Southwark's children and young people are estimated to have a diagnosable mental health disorder. One in five is estimated to have more than one mental disorder (i.e. 1.9% of all children). The most common combinations are conduct and emotional disorders and conduct and hyperkinetic disorders (0.7% of children).

In Southwark, around 23% of children and young people with estimated mental health needs are seen by Child and Adolescent Mental Health Services (CAMHS) compared to international estimates of 25% of children and UK estimates of around 30%.

Southwark also has a high number of detentions under the Mental Health Act:

- Mirroring the trend associated with hospitalisation, Southwark's number of adult detentions under Part II and Part III of the Mental Health Act (1983) are comparable to neighbouring boroughs but significantly higher than the national average

Locally the rate of hospital admissions for mental health disorders among children and adolescents are on the rise:

- There were 84 hospital admissions for mental health conditions among Southwark children in 2014-15. While admission rates are increasing they are comparable to the London average

- Around 1 in 10 young people will self-harm at some point, with girls more likely to self-harm than boys. Research in this area is generally based on surveys of those who seek support / treatment after harming themselves, and so are likely to underestimate how common self-harm is
- The rate of hospital admissions due to self-harm among young people in Southwark is increasing, with 122 admissions in 2014-15 compared to 90 in 2012-13.

The Joint Strategic Needs Assessment for Mental Health also reports that despite recent increases, suicide rates in Southwark are relatively stable, with an average of 26 cases per year. The overwhelming majority of suicides occur among men, mirroring the national picture. The suicide rate increases with age among both males and females, peaking in middle age

Protective factors for good mental health

There are some factors which can help to prevent or delay development of mental health problems, these include:

- Psycho-social, life and coping skills
- Social support as a buffer against adverse life events
- Access to resources which protect mental well-being e.g. good parenting

Southwark's strategy will strive to improve mental health and wellbeing while taking into account the risk and protective factors for mental health, recognising that addressing the wider determinants of health remains the key to improving mental health and wellbeing.

The World Health Organisation's 2011 diagram gives an outline of risk and protective factors:

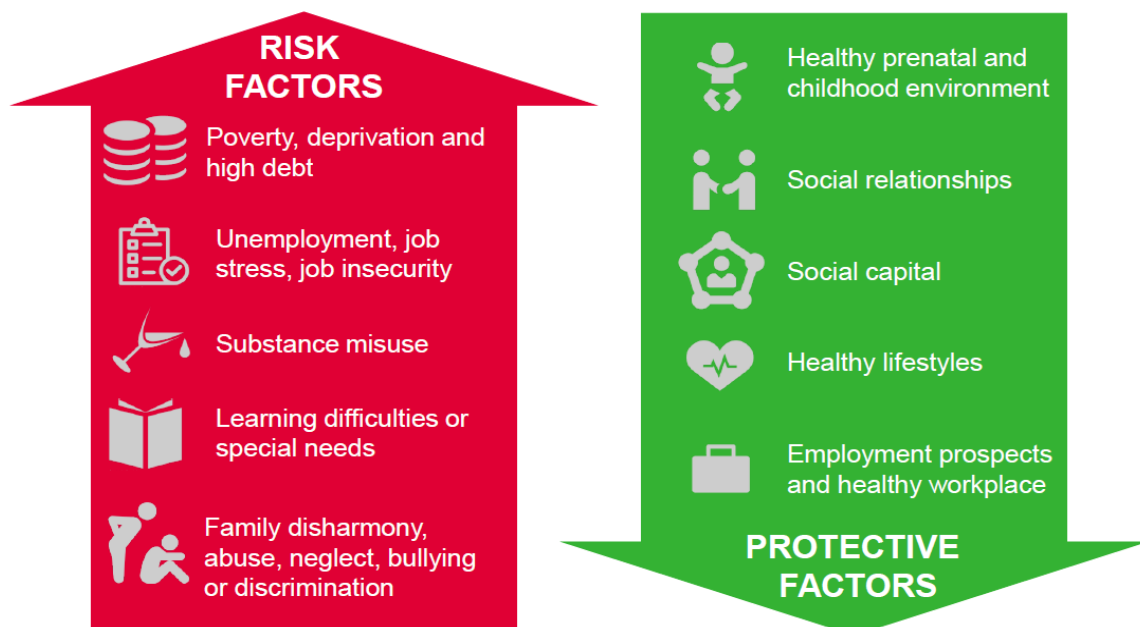


Figure 3: Risk and protective factors for mental health and wellbeing

6. STRATEGY APPROACH AND PRIORITIES

This strategy is the start of our journey to enhance the mental health and wellbeing of Southwark residents, to shift our efforts to prevention, preventative services and early intervention, and to transform the experience and care of people with mental health problems, their families and carers. We believe that this is the start of a process of development, innovation and collaboration that will help to:

- Promote population mental health and wellbeing
- Improve the range of and access to mental health and wellbeing services
- Achieve national and local policy imperatives
- Deliver good outcomes and improved value for money

Support for children and young people will remain the bedrock for improved mental health and wellbeing across the life course. We have set out Southwark's plans for the development of good mental health and wellbeing of children and young people in different framework and plans which are referenced above.

A great number of people have participated in co-producing this strategy in two different periods of engagement activity in winter 2016 and autumn 2017. Our strategic priorities have been developed based on extensive feedback from people attending these events including service users, carers, statutory and voluntary organisations, and the general public. We aim to continue co-production activities as strategy action areas are developed and delivered in Southwark.

The five strategic priorities which have been agreed are:

- 1. Prevention of mental ill health and promotion of wellbeing**
- 2. Increasing community-based care and supporting communities**
- 3. Improving clinical and care services**
- 4. Supporting recovery**
- 5. Improving quality and outcomes**

Each of these priorities will require a number of actions to take place in order to transform services and achieve improved outcomes for Southwark residents. Some of these actions will require investment, and others will require us to work differently

to develop new ways of working, new approaches to commissioning and better ways of co-producing services with residents.

7. PREVENTION OF MENTAL ILL HEALTH AND PROMOTION OF WELLBEING

We will focus on intervening early to prevent mental health problems developing, and ensure that there is good education and support available in our schools. We will promote good mental health and wellbeing across all age groups in Southwark

This priority is a key aim of Southwark's strategy. Support to develop positive mental health and wellbeing can help to deliver a range of benefits including reduced emotional and behavioural problems in children and adolescents, increased resilience in communities, reduced levels of mental disorder in adulthood, better general health, less use of health services and reduced mortality in healthy people and in those with established illnesses.

From a purely economic point of view, investment in effective prevention makes sense as we seek to ensure good value for the public purse. The argument is not only economic however, as effective prevention can have a can significantly improve outcomes for individuals and increase the overall resilience of the population.

We will review how to work better across Southwark CCG and Southwark Council departments such as Housing, Regeneration, Children's and Adult Social Care. We will also review the level and quality of support available in our communities for vulnerable, at risk and marginalised groups including asylum seekers and residents from Black and Minority Ethnic Groups. Further work will also take place to promote public health messages around the benefits of healthy workplaces, physical activity, healthier high streets and prevention of homelessness to ensure that residents in Southwark are supported to make better lifestyle choices and take control over their mental health and wellbeing.

Early intervention with children and young people

Intervening early to offer support is crucial in preventing issues escalating into more serious problems, for physical as well as mental health concerns. We recognise that support offered during early years can have a significant impact on mental health and wellbeing over the life course. We have therefore established good links with schools through our Early Help locality teams, which include Child and Adolescent Mental Health Services (CAMHS) workers within them.

We will work with our providers to ensure that children and young people who need mental health support get the right support at the right time. Within Child and Adolescent Mental Health (CAMHS) we have the ambition to increase access to NHS funded community services to meet the needs of at least 35% of those with diagnosable mental health conditions by 2020/21. Based on prevalence within Southwark this amounts to 1,860 (30%) children and young people in 2017/18 and 1,984 (32%) in 2018/19.

We will build on the work of the Lambeth and Southwark Early Action Commission to place increasing focus on tackling preventable causes of ill health and mental distress such as childhood obesity, unemployment, social isolation and violent crime. We have provided mental health training for schools using transformation funding from NHS England as part of our local transformation plan for Children and Young People's Mental Health. We will evaluate the impact of the training programme during 2017 so that we can apply the learning from this to our ongoing work with schools.

We will support families and children and young people in children's centres, libraries, primary schools, secondary schools, academies, colleges, and in apprenticeship schemes, ensuring that the mental health support available across Southwark is consistent and high quality.

We will also ensure our local schools and their teachers have the tools to support children and young people effectively, to understand and recognise signs of poor mental health and wellbeing and to have access to appropriate targeted and specialist mental health services. We will review our Early Help offer to ensure it is as effective as possible. CQC's review of mental health services for children and young people in autumn 2017 has indicated that services are complex to navigate and there is more to do to make the system easier to access.

Five ways to wellbeing

Southwark has a high incidence of many of the socio-economic risk factors that may contribute to the development of mental health issues. Tackling these risk factors is key to supporting the individuals and communities in the borough to develop greater resilience. Wellbeing is more than the absence of illness. Wellbeing can be described as a combination of feeling good and functioning effectively. Hence, it has an important effect on our health. Wellbeing involves development of one's full potential, having control over one's life, having a sense of purpose and experiencing positive relationships (Huppert, 2008).

Evidence suggests that a small improvement in wellbeing can help to decrease some mental health problems and also help people to flourish. The 'Five Ways to Wellbeing' is a set of evidence-based actions developed by the New Economics Foundation to improve personal wellbeing. NHS Southwark CCG and partners support this approach and the Five Ways which are:

1. **Connect** with people around you (family, friends and neighbours) – these connections can enrich everyday life
2. **Be active** as exercise makes you feel good. This could include walking, running, dancing, cycling or any other exercise that you enjoy
3. **Take notice** and be aware of the world around you, be curious, don't miss what is around you, savour the moment.

4. **Keep learning** and try something new, take up an old hobby or get a new one

5. **Give** as by helping someone else it can make you feel better about yourself. Help your neighbour or friend out by lending a hand

Tackling stigma

Tackling stigma and discrimination was mentioned during engagement events as an important area to be included in this strategy. Many people with mental health problems experience stigma and discrimination. Nearly nine out of ten people with mental health problems say that stigma and discrimination have a negative effect on their lives⁴. This can include discrimination by other people, employers, and self-stigma which significantly impacts on self-esteem and confidence.

There are many misconceptions and myths about mental health that are all too readily reinforced by the media, and there are also a number of important cultural factors that influence attitudes to mental health. Stigma and discrimination have a significant impact because very often they:

- Prevent people seeking help
- Delay treatment
- Impair recovery
- Isolate people
- Exclude people from day-to-day activities and stop people getting jobs.

Stigma and discrimination can be magnified for specific communities, where mental health problems may be considered taboo, for example some Black and Minority Ethnic communities, or where people already experience stigma and discrimination on account of a protected characteristic, for example the Lesbian Gay Bisexual and Transgender community.

We will continue to work collaboratively across health, social care, public health and the voluntary sector to develop approaches to tackling stigma, promoting positive wellbeing messages and raising awareness across Southwark. We will also tackle stigma in the workplace through supporting and advising businesses in Southwark to engage with the Workplace Wellbeing Charter.

Addressing the needs of Black and Minority Ethnic groups

Southwark's Joint Strategic Needs Assessment for Mental Health outlines how mental illness disproportionately affects people from Black ethnicity groups and that they have higher rates of hospitalisation. Other studies have also identified real issues for people from BME groups in accessing adequate and appropriate support. For example, 'Mind the GAP' a report on BME mental health service provision in Croydon, explored the inclusivity

⁴ Mental Health Foundation website, 2017

and accessibility of local mental health services for BME groups⁵. Key findings from the report included:

- Cultural competency and sensitivity within services - there can be a lack of understanding towards cultural difference and cultural requirements, ranging from the provision of food, overcoming language barriers and awareness of cultural issues
- Stigma and BME communities - the stigma of mental illness amongst BME communities creates a barrier to BME service users accessing and receiving support
- Lack of knowledge and understanding of cultural beliefs has an influence on how service users and their families perceive mental health services and treatment
- Poor provision for refugees and asylum seekers - refugees and asylum seekers approach mental health services with complex needs, however not all services are well equipped to respond effectively
- The challenges in delivering talking therapy services to BME service users also need to be recognised and addressed.

During Southwark's engagement activities it became clear that people felt that there needs to be appropriate services for different communities, and that we need to consider that the Western medical model of mental health support may not be appropriate for some Southwark communities.

We will ensure that we monitor take-up and access to different types of services for people from different equalities groups. We will also seek to directly engage with a wide range of people from different ethnic groups to understand their views about services and why they do or don't access them, and how they need to be improved.

Improving mental health awareness

If people are more aware of mental health problems, stigma and discrimination is less likely. Many mental health awareness programmes, for example Time to Change, combine mental health awareness with tackling stigma and discrimination. We will encourage range of activities to take place to promote mental health awareness in our communities, including schools and employers. This will include events, media articles, support to train community leaders, better promotion of local mental health and wellbeing services, promotion of World Mental Health Day. We will also expand and develop the IAPT programme and publicise the support which is available through a marketing campaign. IAPT will target support to people with common mental health disorders by developing plans to better target people with physical health needs, and people from population groups not currently accessing their services such as older people and people from BME groups.

⁵ Mind the Gap, Croydon BME Forum, 2015

Prevention of mental ill health and promotion of wellbeing action areas

Actions	Description	Owner
Promote the Five Ways to Wellbeing across universal services and community resources	The Five Ways to Wellbeing guidance that people can follow helps to improve their own mental wellbeing	Public Health
Offer MH First Aid training and Faith MH training	Offer training to frontline staff and universal service providers across Southwark	Public Health
Expand the Health Checks programme	Expand to include questions on mental wellbeing and include clear pathways into local services	Public Health
Ensure earlier access to services to support prevention and early intervention	Increase access to a range of community-based interventions to reduce escalation of need Continue to improve access to psychological therapies	CCG, Wellbeing Hub, IAPT, VCS, SLaM
Improve advice on self-help strategies to reduce or delay the onset of illness	Develop frameworks for people to develop self-help strategies, including use of online options	Big Whitewall, VCS, IAPT
Ensure good quality advice and information is available to all communities	Ensure information about health and wellbeing resources is readily available and accessible to all Southwark people Work with the voluntary and community sector to develop opportunities for early identification of those people at risk of social isolation Ensure that people with mental health problems have access to advice and support regarding, benefits, financial and housing matters Ensure information about drug/alcohol services is publicised	CCG, Council, Wellbeing Hub, GPs, VCS, SLaM
Improve support available to BME communities	Ensure a wide-range of support options are available including peer support Research adoption of the Black Thrive agenda in Southwark Support development of Wellbeing Champions from diverse communities Improve cultural competency within the borough	CCG, Council, VCS
Improve support to families and children	Develop models of care that promote evidenced-based family interventions therapies including family therapy	CCG/Council Childrens' and Families Services

Actions	Description	Owner
The promotion of mental health and wellbeing	<p>For children and young people, services will focus on the early detection of risk including awareness of the impact of ACEs⁶, and the development of resilience and life skills</p> <p>For people of working age and post retirement, services will focus on ensuring that they live as full and independent a life as possible</p> <p>For older people, there is an emphasis on prevention and enablement, supporting people with dementia and their carers to live well in supportive communities and ensuring dignity in care.</p>	CCG, Council, CYP, Wellbeing Hub, GPs, VCS, SLAM
Promote wellbeing services across the borough	<p>Develop materials which promote Southwark's services including organisations for specific groups such as young people, BME groups, LGBTQ</p> <p>Raise awareness about living well with a mental health problem and publicise support available</p>	Wellbeing Hub, GPs, VCS, SLAM
Tackle stigma	<p>Ensure that there is planned and collaborative effort to sustainably reduce the stigma and discrimination experienced by people with mental illness</p> <p>Undertake local campaigns to raise awareness as well as taking an active part in any regional or national campaigns</p> <p>Advise local businesses to engage with the Workplace Wellbeing Charter , increase the uptake of the London Healthy Workplace Charter by local employers</p>	Public Health, CCG, Council

⁶ <http://www.cph.org.uk/wp-content/uploads/2016/01/ACE-Report-FINAL-E.pdf>

8. INCREASING COMMUNITY-BASED CARE AND SUPPORTING COMMUNITIES

We will work towards delivering more community-based care in Southwark and ensure we have a sustainable and resourceful voluntary and community sector. We will support local communities, and publicise the range of community assets available in the borough

Community-based care

Care and support services need to be accessed in the right place and at the right time. In some cases, hospital may be the right place for people to be cared for but wherever possible, care and treatment should be provided closer to home in community-based settings. We believe that creating more offers of community-based support will deliver better outcomes for our residents.

Southwark CCG and Southwark Council aim to improve the support available to people living in the community by looking at new models of support, such as enhanced primary care mental health support. This will ensure that people who no longer need to be supported in Community Mental Health Teams are able to live independently and be well supported.

We will create stronger partnerships across General Practices and secondary mental health services, as well as the voluntary sector. The Five Year Forward View for General Practice, published in April 2016, set out plans to invest in an additional 3,000 mental health workers to work in primary care by 2020. In Southwark, we will seek to deliver our enhanced primary mental health offer in line with this guidance.

Asset-based approaches

An assets-based approach recognises that a combination of individual, organisational and community resources exist within local communities that can be mobilised – everyone in a community has something to offer. We believe that there are a range of assets in Southwark that we can build on to deliver this mental health and wellbeing strategy.

In Southwark we are lucky to have a vibrant voluntary sector which ensures that people can stay connected are supported to access care and support services. We want to protect and build on these extensive resources, assets, skills and expertise within our voluntary sector to create an even stronger and empowered community base.

According to the health innovation foundation NESTA:

‘The aim of asset-based practice is to promote and strengthen the factors that support good health and wellbeing, protect against poor health and foster communities and networks that sustain health. The vision is to improve people’s life chances by focusing on

what improves their health and wellbeing and reduces preventable health inequalities⁷
 We will ensure that we learn from NESTA and other organisations who have undertaken research or projects in the area of community-based asset development. For example, NESTA and the Health Foundation have recently published the final report of the Realising the Value programme⁸, which was funded by NHS England. This report identifies ten major actions to put people and communities at the heart of health and wellbeing, using the best available tools and evidence. These are their ten calls to action:

What needs to happen:

- Implement person and community-centred ways of working across the system, using the best available tools and evidence
- Develop a single, simplified outcomes framework across health and care and community provision, focused on what matters to people
- Continue to learn by doing, alongside further research
- Make better use of existing levers such as legislation, regulation and accountability
- Trial new outcomes-based payment mechanisms to support person and community-centred approaches, and implement these as part of wider national payment reform.

How people need to work differently:

- Enable health and care professionals and the wider workforce to understand and work in person and community-centred ways
- Develop strong and sustained networks as an integral part of implementing and scaling up person and community-centred approaches
- Value the role of people and communities in their health and wellbeing, including through co-production, volunteering and social movements for health
- Make greater use of behavioural insights in implementing person and community-centred approaches and spreading change
- Support a thriving and sustainable voluntary, community and social enterprise sector, working alongside people, families, communities and the health and care system.

Southwark's Voluntary and Community Sector Strategy 2017-2022

We will be guided by the principles outlined in Southwark's VCS Strategy Common Purpose, Common Cause, which outlines goals to help the VCS thrive and meet the needs of all local communities. The VCS strategy outlines how the public sector, in partnership with the VCS, can enable and support new approaches to secure integrated, more efficient and community-led outcomes.

The VCS strategy focusses on two key strategic objectives:

- To improve outcomes for residents that reduces and prevents future demand on

⁷ Asset-based approaches in a health and well-being context, NESTA article, 2015

⁸ Realising the value: ten key actions. NESTA, Health Foundation, 2016

high cost, high demand services

- To sustain and build strong, cohesive communities where no one group or community is left behind.

The VCS strategy also outlines several priorities which will be achieved in the next five years, and which link very clearly to some of the Mental Health and Wellbeing Strategy areas. These are:

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

A Liaison Group will retain oversight of the VCS strategy and take responsibility for ensuring the different elements are delivered, through an implementation action plan.

Community-based care and supporting communities: action areas

Actions	Description	Owner
Ensure ongoing engagement with local people and communities	<p>Establish a Public Engagement Forum to oversee delivery of the Mental Health and Wellbeing Strategy</p> <p>Southwark CCG to have a detailed plan in place to improve service user and carer engagement. Ensure the local network of user groups feed back into commissioning services</p> <p>Ensuring ongoing positive links with Thrive London and South-East London STP</p>	Wellbeing Hub, VCS, CCG, Council
Ensure a range of community support options are available in Southwark	<p>Implement the Voluntary Sector Strategy and devise plans to build capacity and resilience in Southwark</p> <p>Explore opportunities to develop Community Connection services</p> <p>Explore opportunities to embed Peer Support models within contracts</p>	CCG, Council
Develop a strong partnership with the community	Statutory services, the voluntary sector and the community will work together to ensure joined up support and care	CCG, Council, Wellbeing Hub, GPs, VCS, SLaM

Actions	Description	Owner
Develop enhanced primary care services	<p>Develop a mental health primary care strategy which is clearly communicated to Southwark residents</p> <p>Ensure people receive support in the community and are able to access universal and specialist support services</p> <p>Improve the clinical support available to GP practices to reduce the need for people with stable moderate to severe mental health to be seen unnecessarily in specialist mental health services</p>	CCG, Council, GPs
Provide support to carers	Ensure carers' support is available and publicised across Southwark	CCG, Council, Wellbeing Hub, GPs, VCS, SLaM
Improve knowledge of local support services	<p>Better understand the current and future spending based on commissioning priorities</p> <p>Develop an audit process that will combine community and third sector services as a way to identify any gaps or duplications in provision</p>	CCG, Council, Public Health

9. IMPROVING CLINICAL AND CARE SERVICES

We will deliver a sustainable mental health system in Southwark focussing on models of care that generate better outcomes, focussing on where care is delivered and how it is delivered

New models of support

We will be working to develop new models of care and support which will change the way we contract and commission health and social care services over the next few years. This will include a population segmentation approach to commissioning. The delivery of this strategy will be linked to the development of new ways of working and commissioning services in the borough.

Crisis services

In development of the Strategy there was a strong message from respondents, including HealthWatch, that the aim should be for Southwark to deliver develop best in class crisis and crisis prevention services that optimise community, primary and secondary care services. We wish to provide services earlier in crisis situations to reduce the duration and severity of illness whilst supporting carers to access the right support. We know that all too often people present at Accident & Emergency (A&E) Departments when they are in crisis, which can result in significant delays to assessment and appropriate treatment. We also know that for some people, their first crisis contact will be through the Police.

Prevention

Southwark's Joint Strategic Needs Assessment for Mental Health outlines how further work is required to understand local care pathways, including current crisis care, and to identify opportunities for improvement. We will review how current pathways can better support more referrals to community services, avoiding A&E and hospital admissions wherever possible. We will also ensure that people and organisations are aware of the support options available in the borough such as the SLaM 24-hour Crisis Support Line and Certitude's Solidarity in a Crisis peer support offer. We aim to fully understand current crisis support in the borough and build stronger preventative support options, recognising that there is a need to move from a medical treatment model to a wellbeing, prevention and early intervention model. Investment in the system needs to shift to reflect this. The need to provide a calm and quiet space in A&E for individuals presenting with a mental health condition is also recognised.

We will deliver timely access to evidence-based, person-centred care, which is focused on recovery and integrated with primary and social care and other sectors:

- At least 60% of people with first episode psychosis starting treatment with a NICE-recommended package of care with a specialist early intervention in psychosis (EIP) service are seen within two weeks of referral
- Through increased integrated service delivery models across physical health, mental health & social care, reduce premature mortality of people living with severe mental illness (SMI) driving early detection and expanding access to evidence-based physical

care assessment and interventions. Working with Kings Health Partners mind/body programme

- A doubling in access to individual placement and support (IPS), enabling people with severe mental illness to find and retain employment
- Increased access to psychological therapies for people with psychosis, bipolar disorder and personality disorder.

Primary care: To maximise the potential for primary care to support people with MH issues in the community, shifting towards GP-led healthcare

We will build on the work underway to strengthen community mental health service interventions to enable more people to be cared for within primary care. This will support individuals being transferred to primary care and ensure that there are early warning signs and clear recovery plans in place to prevent crisis.

The development of services across the Southwark Health and Social Care economy will support general practice to take a bigger role in the care of their patients with serious and enduring mental health problems. Commissioners, supported by Public Health colleagues, will measure the benefits and outcomes of its recent Adult Mental Health (AMH) team reconfiguration to provide an enhanced primary care support team. This team in supporting the transition and medication pathway will support people as they transition from secondary to primary care, offering support and advice to service users and GPs around a range of issues.

Health Based Place of Safety

Southwark CCG and Southwark Council have been part of the implementation of a centralised 'Health Based Place of Safety' (HBPOS) on the South London and Maudsley (SLaM) hospital site at Denmark Hill. The new service ensures that residents detained by the police (under Section 136 of the Mental Health Act) who have mental health issues are supported and provided with expert care. We will build on the successes of the HBPOS site evaluation which has shown⁹:

- The site accepts on average 15 % more admissions than previously across the four sites in that area. The activity increase represents the amount of patients turned away at previous single occupancy sites located in Croydon, Lambeth, Lewisham and Southwark
- Having a dedicated team at the centralised site has meant that it has only been closed once over the past year - a stark improvement - sites were closed 279 times previously over a 12 month period
- The number of individuals detained under section 136 that have had to be taken to A&E before going to the centralised site has fallen - partly due to the fact that the staff based at the pilot site are better trained to address physical health issues
- Individuals detained under section 136 are being admitted to the sites quicker, with 96 % of cases being admitted within 30 minutes of arrival
- The physical environment has been transformed through the new purpose built facility which is much more conducive to recovery
- Service user's satisfaction with the centralised site has significantly improved with 76 % of service users providing positive feedback
- The rate of admission to an inpatient bed has fallen by 13% under the new model following comprehensive assessment by dedicated staff

⁹ <https://www.healthy london.org/pilot-shows-health-based-place-safety-improves-care-lifts-pressure-aes/>

Improving the A&E Crisis Pathway

In conjunction with SLaM we have also implemented the Core 24 model for our psychiatric liaison services at Kings College Hospital (KCH) and Guys and St Thomas's Hospital (GSTT). This improves psychiatric support for A&E and the hospital wards and enables hospital staff to have access to specialist advice about managing people in crisis.

Considerable work has also been undertaken with KCH Hospital to improve the offer for patients brought to A&E in crisis. KCH are actively engaging in a pilot with the London Ambulance Service and Metropolitan Police to issue 'Code 10s' when a patient in crisis is being brought to the hospital. In Code 10, KCH are alerted that a patient is en-route so that they can ensure that a Psychiatric Liaison Nurse and Consultant are ready to meet the patient as soon as they arrive so that they can assess the patient as quickly as possible. The intention is that a mental health crisis is treated in a similar manner to an urgent physical health need, and the patient receives immediate care and attention. The pilot started is still in its infancy, but initial reports are positive and an evaluation will be undertaken later in the year.

In addition two cubicles within the majors area of the KCH emergency department are ring-fenced for mental health patients to ensure that appropriate facilities are available. These bays are used for patients who have both mental health needs but may also require physical health support (e.g. for patients who have overdosed). Finally, three mental health suites have now opened within the Urgent Care Centre development at KCH. These are specially designed rooms for mental health patients which are fitted out to ensure they are as welcoming and as calming as possible. By co-locating psychiatric assessment within hospitals, KCH and SLaM are best able to provide advice and treatment for patients who present with multiple issues, for example dementia, self-harm, drug and alcohol addiction and mental health issues. Patients can be assessed in one of the new suites and given further advice and treatment by the most appropriate specialist

Southwark CCG and Council are signatories to the Pan-London declaration as part of the Crisis Care Concordat and we will continue to implement our local plans to deliver the principles of the Crisis Care Concordat.

Improvements Driven by Rich Data

The strategy will support improvements to the crisis pathway driven by rich data. Work underway by KCH, SLaM and GSTT will be used to inform crisis pathway improvements:

- How many patients are presenting primarily with physical needs so will always need to be at ED initially
- People who are presenting purely with mental health crisis
- Drug and alcohol issues (particularly the difference between intoxicated patients with and without an underlying mental health condition)
- Issues which are about individuals' behaviour but where there is no underlying MH diagnosis
- Looking at age and crisis related to dementia
- Impact on EDs and wards and staff training needs

Suicide prevention

The national suicide rate has been rising since 2007 and every day in England approximately 13 people will take their own life. Southwark's Joint Strategic Needs

Assessment for Mental Health details how there are on average 26 deaths by suicide a year and an average 4 deaths per year were patients who were known to mental health services. Southwark's Suicide Prevention Strategy and Action Plan is currently being developed and will be completed by Spring 2017. This Mental Health and Wellbeing Strategy will link to the objectives and actions outlined in the Suicide Prevention Strategy, and there are also linked governance arrangements. It is our ambition to greatly reduce the number of preventable deaths across Southwark as well as to reduce the burden of self-harm and attempted suicides.

Transitions between services

A lack of transition planning between services can contribute to poor outcomes for people. Poor transition planning can impact upon a person's chance of achieving employment, accessing education, maintaining independence, moving on from services or accessing services in the future. Conversely, effective transition can have a positive effect on peoples' life chances and on their future mental health and wellbeing.

Transition for young adults is particularly important. Its aim should be to help to improve the chances of recovery and independence through the provision of high-quality, effective health and social care services that continue seamlessly as the individual moves from adolescence to adulthood.

Community-based support for people with complex needs

We recognise that there are gaps in provision and co-ordination for people living in the community who have complex needs but who do not meet the eligibility threshold for support from statutory services. People may have a range of issues which include mental illness, personality disorders, substance misuse and social exclusion. People in this situation may experience difficulties in maintaining a tenancy or accessing appropriate local support services. Unfortunately some people in this situation may be at risk of causing nuisance or anti-social behaviour (ASB) which can have a great impact upon their neighbours and local communities. We also recognise that some people with complex needs may also be victims of harassment and abuse themselves and require support to live safely in their homes.

We need to work together to deliver appropriate, joined-up responses to support people in need in the community and manage any instances of anti-social behaviour, ensuring that people are referred and signposted to services which can offer them the support they need. Southwark's Wellbeing Hub, for example, can support and direct people to local services where they can be supported with a wide-range of issues.

We are committed to continually seek learning opportunities and closer collaboration across the mental health, substance misuse, community safety and housing sectors. We will look at guidance and good practice to help deliver joint working strategies to better manage the challenges posed by anti-social behaviour in the community. London Councils, for example, has produced recommendations to ensure that health, social care and community safety partners collaborate at a local level to meet the challenges posed. They suggest that local partners:

- Improve awareness for front-line community safety staff to better identify early signs of mental illness, disability and personality disorders.
- Consider developing a shared framework for identifying risk and vulnerability and raising safeguarding alerts.
- Collaborate to achieve better outcomes following the discharge of mental health patients where there have been problems related to ASB, drawing on good practice
- Develop a common approach and language across professional boundaries, with a view to securing the outcomes that individuals need, drawing on good practice 10

We will implement new cross-Council and inter-agency support across mental health and drug and alcohol services, and review how support workers can be embedded within housing and community services. We will also develop improved pathways and processes for stakeholders to come together to address concerns, ensuring that key partners such as the South London and Maudsley Trust and Police are involved in regular forums to discuss concerns for local residents.

Perinatal mental health

Up to one in five women and one in ten men are affected by mental health problems during pregnancy and the first year after birth. In Southwark, there may be up to 2,630 cases per year of mental health disorders in the perinatal period. Without appropriate treatment, the negative impact of mental health problems during the perinatal period can have long-lasting consequences not only on women, but their partners and children too. When problems are diagnosed early and treatment offered, effects can be mitigated.

In Southwark we aim to ensure a continued focus on perinatal mental health to ensure both parents, infants and children have the support they need to prosper and enjoy good mental health and wellbeing. We have increased the capacity of this service through Transformation funding as part of the Five Year Forward View. We aim to have a service that deals with patients who need expert care, but also to provide a consultancy service to other clinicians on how to support existing patients. Training for voluntary and statutory organisations which deal with mothers and babies will also be part of the model so that cases are picked up at an early stage.

Children and Young People

There are many factors contributing towards poor wellbeing and mental ill health in children and young people. The stresses of modern life include exams, bullying and cyber bullying, social media, and peer pressure around unhealthy lifestyle choices and risky behaviours. The impact of family conflict and/or domestic abuse on both parents and children is well documented. The impact of adverse childhood experiences (ACEs) is as harmful for all aspects of health throughout the life course is based on a growing body of international evidence.

10. Anti-Social Behaviour and Mental Health, London Councils, 2014

In Southwark's child and adolescent mental health services (CAMHS), we have put more resources into early intervention, as well as into specialist mental health. We need to review our CAMHS provision to ensure that the model is achieving the best possible outcomes for our children and young people and that it is financially sustainable.

Older people

Although age-related decline in mental wellbeing should not be seen as inevitable, older people form the majority of people using health and social care services. Mental health issues in older adults can include a range of conditions such as depression, schizophrenia, suicide, alcohol and substance misuse. We also know that nationally, people with dementia over 65 years of age are currently using up to one quarter of hospital beds at any one time.

We will support older people living with functional and organic mental health conditions to experience the best possible health and care outcomes through delivery of more integrated, personalised and coordinated care in the community with a range of suitable options for accommodation and care that are flexible in nature and that are centred around 'need'. Residents and their carers will be treated with compassion, dignity and respect, will be supported in times of crisis, and will have timely access to high quality support that is safe, sustainable and fit for purpose.

We will support older people to be cared for in their own homes where appropriate. We are also working with SLaM to provide the best possible inpatient care with separate wards for the treatment of mental illness and dementia with community-based pathway support. We will also create a community-based accommodation service with medium-term specialist support for people experiencing challenging behaviours associated with complex mental health, physical health and dementia-related needs.

Dementia

The prevalence of dementia in Southwark is below the London and national average, reflecting our younger population. However, rates are predicted to rise over the coming years as our population ages. In 2017, NHS England rated Southwark CCG as 'outstanding' for dementia. We have placed a strong emphasis upon early detection and support as reflected in the national Living Well with Dementia Strategy (2009). Currently, almost 1,200 people in Southwark have been diagnosed with dementia and we are consistently meeting the national two-thirds diagnosis target.

In 2014/15, Southwark developed a local Southwark Dementia Action Alliance (DAA). We hosted a Dementia Tea Party to hear the experiences of local residents living with dementia or caring for someone with dementia and to develop a range of local outcomes. In 2016 Southwark DAA was allocated the Dementia Communities Kitemark in recognition of progress made. Further, Southwark Council has been given Age Friendly Borough status by the World Health Organisation in 2015.

We will build on the work of the Dementia Action Alliance to ensure that everyone receives a good quality dementia diagnosis and support by developing a streamlined dementia pathway across Southwark CCG and Southwark Council.

We are also committed to supporting our younger (under 65) residents who are experiencing symptoms or early signs of dementia to access support for themselves and their families and to enable them to remain in employment and live independent lives.

We will work with our local hospital providers to improve the physical health outcomes for our dementia population, building on pioneering work in dementia at King's College Hospital (KCH) NHS Foundation Trust and Guy's and St Thomas's Award Winning 'Barbara's Story'.

Talking therapies

Talking Therapies Southwark is a service which is part of the national Improving Access to Psychological Therapies (IAPT) programme. The rationale for improving access to psychological therapies is to ensure that as many people as possible receive the treatment and support they need not only to address the immediate problems of anxiety and or depression but to also offset and prevent more complex and or chronic mental health issues at a later date. Psychological therapies also improve emotional wellbeing, quality of life and increase social inclusion.

NHS England has set a national ambition to increase access so that by 2021 at least 25% of those with anxiety or depression have access to a clinically proven talking therapy service. There is also a commitment to improving access to services for people with long-term conditions, people from Black and Minority Ethnic communities, and to embed psychological support in pathways across health care so mental and physical healthcare is as joined- up as possible.

We will continue to support the development and expansion of talking therapies including online options, and ensure that these services are accessible to all Southwark residents.

Improving clinical and care services action areas

Actions	Description	Owner
Develop new approaches to care and support which improve outcomes for local people	<p>Develop new models of support and joint working arrangements</p> <p>Develop outcomes-based commissioning approaches and new assessment frameworks</p> <p>Evaluate the effectiveness of new and innovative approaches such as digital health assessment tools, apps and online support options</p> <p>Explore expanding social prescribing</p>	CCG, Council, Public Health, VCS, Healthwatch, service users, carers, local residents

Actions	Description	Owner
Review transitions and service pathways	<p>Review and improve transitions between services - ensure effective access for children and young people to mental health provision and ensure effective transition between adult and mental health services</p> <p>Improve pathways between secondary care and primary mental health services, as well as pathways for physical and mental health, and other pathways such as those for homeless people</p> <p>Ensure that substance misuse co-occurring with mental health problems is managed effectively</p> <p>Ensure that at risk/vulnerable groups experience equitable access and are prioritised as appropriate</p>	CCG, Council, CYP, GPs, IAPT, dual diagnosis services
Review crisis service provision	Review data from Acute and Mental Health Trusts to deliver an optimal pathway for patients with psychiatric illness who require admission (both psychiatric and medical)	Local Trust Medical Directors, CCG Commissioners and HealthWatch
Reduce suicide rates in Southwark	Develop and implement the suicide prevention strategy and plan	Public Health
Improve support available to people living with complex needs in the community	<p>Develop a multi-agency approach to support, establishing regular meetings/forums and good practice guidance</p> <p>Agree resources and training required to improve support to people with complex needs</p> <p>Review how mental health workers can be co-located within housing and community services</p>	CCG, Council, SLaM, DAAT, Community Safety, Housing
Perinatal mental health	<p>Support women and families, identify mental health problems early and deliver care in line with NHSE guidelines</p> <p>Roll-out the enhanced perinatal service</p>	CCG
Improve support to children and young people	<p>Complete a joint review of CYP mental health services in line with Southwark's FYFV. Review our early help offer</p> <p>Improve the way that early years education, children's' centres, social care and VCS work together</p> <p>Implement the Integrated Wellbeing Service for Young People</p> <p>Work with other London boroughs to ensure we have the right in-patient provision for CYP</p> <p>Develop peer support for vulnerable young people who may not engage with MH services</p>	<p>CCG, Council, Children and Families</p> <p>CCG, Council, VCS</p> <p>Youth Offending service</p>

Actions	Description	Owner
	Ensure mental health support for children in care and care leavers is most effective as possible	CCG, Council, Children and Families
Continue support to schools	<p>Build on our evaluation of our training pilots in schools to increase MH awareness and improve wellbeing. Include bullying and cyber bullying</p> <p>Review our local Healthy Schools programme</p>	CCG, Council, Education services
Older people and dementia	<p>Review residential and other accommodation options</p> <p>Support people with early onset dementia to remain in employment to live independently. Develop a simplified dementia pathway in Southwark</p> <p>Improve support to people with complex behaviours associated with dementia/MH needs. Deliver a model of care with a highly skilled multi-disciplinary team.</p>	<p>CCG, Council, VCS</p> <p>CCG, VCS, SLaM</p>
Expand IAPT services	<p>Review and increase IAPT services to meet national targets and requirements</p> <p>Ensure IAPT services are well-publicised and easily accessible to all residents including people from hard-to-reach group</p> <p>Ensure IAPT services become embedded within acute and physical healthcare pathways</p> <p>Improve waiting times for one-to-one cognitive behavioural therapy</p> <p>Provide support while people are waiting for psychological therapies, particularly by the provision of online therapy and guided self-help</p> <p>Provide psychological therapies alongside primary mental health services and other sites in the community, making these services closer to home.</p>	CCG, SLaM, IAPT

10. SUPPORTING RECOVERY

We will place the principles of recovery at the heart of our approach to commissioning. We will ensure that local people are aware of the wide range of local organisations and community assets available in Southwark. We will create opportunities for people to engage in meaningful activities which promote social and community connection

By 'recovery' and 'the recovery approach' we mean people staying in control of their lives despite experiencing a mental health problem. The principle of this approach is not necessarily about recovering from a mental illness. It is the belief in everyone's ability to live the life they want, working with their experiences and symptoms, being part of communities, having relationships, work and leisure opportunities, and using services when needed to make this possible. The Recovery Model, which now underpins the philosophy of many mental health services, was developed and campaigned for by people with lived experience, often working alongside service providers.

Putting recovery into action means focusing care on supporting people to live the life they want to lead and building their resilience, not just on treating or managing their symptoms. Recovery is not about 'getting rid' of problems - it is about recognising and fostering people's abilities, interests and aspirations. We want everyone who receives mental health and wellbeing support in Southwark to feel in control of their care, experience good quality advice and guidance, and be listened to and understood by a highly skilled workforce so that care is personalised and coordinated across different services.

Feedback from our engagement events and from voluntary organisations and faith groups gave important insights into how people viewed recovery and what was needed to make this a reality. Stable or supported housing, learning opportunities (including adult education), art and leisure opportunities, and keeping well through physical activity and healthy lifestyles were all raised as important things to help a person with mental health problems to live well.

Improving community connection

There are a number of factors such as social isolation and lack of support which can have a profound impact on mental health and wellbeing. During our engagement activities people told us of the importance of local organisations in supporting good health and wellbeing, and in reducing isolation and loneliness. However, a common concern was that people were not aware of where and how to access these resources, and concern was particularly expressed that people who are very isolated may have extreme difficulty using local services. Local people need to be aware of where and how to access the broad range of support available, and we need to ensure we fully understand and publicise the range of community assets in Southwark. This also includes the need to clearly publicise advice and information services, and the need for support with housing, debt and benefit

issues was also raised frequently during our engagement events.

Promoting access to good jobs for people who have mental health problems can also be important, as it helps to give a sense of purpose. As the Mental Health Foundation notes:

‘There is a strong link between the recovery process and social inclusion. A key role for services is to support people to regain their place in the communities where they live and take part in mainstream activities and opportunities along with everyone else. There is a growing body of evidence that demonstrates that taking part in social, educational, training, volunteering and employment opportunities can support the process of individual recovery’¹⁰.

South London and Maudsley Trust Recovery College

We will promote the above, which offers a learning approach that complements the existing services provided by the Trust. Every course and workshop which is offered is co-designed and co-run by trainers with lived experience of mental ill health working alongside trainers from the mental health professions.

Courses are free of charge and open to:

- People who use SLaM services
- Supporters (carers, family and friends) of the above
- People who have been discharged from SLaM services within the last six months
- Supporters (carers, family and friends) of the above
- Volunteers and peer supporters working with SLaM
- SLaM staff

Employment and housing

Research indicates that work is good for our physical and mental health. However, nationally, less than 10% of people using secondary mental health services are in paid employment yet at least half would like the opportunity to be in work. Southwark has a range of services that are designed to support people with mental illness to regain employment and training, build computer literacy and time management skills, such as The Recovery College, Southside Rehabilitation Association (SRA) and Morley College. We will work across partnering organisations including the Job Centre, and other employment and education centres and peer support / peer mentoring schemes in Southwark and build upon the progress made by our local ‘Southwark Works’ programme.

A settled home in good quality accommodation is vital for good mental health and the core recovery principles of hope, aspiration and choice. For people with poor mental health, gaining access to general or supported housing can be particularly difficult. Support with housing can improve the health of individuals, and in many cases provide a stable base for them to recover and live independently. In Southwark, we have reviewed our mental health supported accommodation provision across Southwark CCG and Southwark

¹¹ Mental Health Foundation website, 2017

Council. We will create an improved pathway to promote recovery and step down from high support placements. We will also review placements that are out of borough to ensure quality care is being delivered, and ensure that care is provided in Southwark where appropriate.

This strategy clearly sets out our ambition that people in Southwark are supported to live and stay well in their community. It aims to improve the social networks of people with mental health issues and tackle housing, employment and physical health concerns on an ongoing basis, with access to mental health care available locally as needed. We also aim to harness the potential for new ways of working together, and better delivering support to ensure people feel connected to their communities.

Supporting recovery actions areas

Actions	Description	Owner
Improve the support available to people living in Southwark	<p>Ensure that all services adopt an approach to support which recognises individuals' strengths and assets, offering them as much choice and control as possible</p> <p>Ensure the voluntary and community sector work together in an integrated way to ensure appropriate care is provided in the right place</p> <p>Ensure people are supported to deal with housing, benefits, debt or other issues which may be affecting their health and wellbeing</p> <p>Ensure support services are well publicised and promoted across the borough</p>	CCG, Council, SLaM, VCS, GPs
Involve local people in the design and delivery of services	<p>Use co-design with the community to help implement this strategy</p> <p>Consider how peer support and volunteering approaches such as timebanking can be developed in Southwark</p>	CCG, Council, service users, carers, VCS
Develop new approaches to care and support which support people to live as independently as possible	Rebalance the system to shift investment into prevention, early intervention and recovery, and reduce unnecessary use of inpatient beds	CCG, Council, SLaM
Improve employment support for people in Southwark including people with mental health needs	<p>Liaise with local employers and other partners to ensure improved access to work and training options</p> <p>Enable Community Accreditation for businesses in Southwark to be wellbeing champions</p> <p>Build on progress made by the local programme <i>Southwark Works</i></p>	CCG, Council, SLaM, VCS
Improve supported housing options and pathways	Ensure a range of support housing options are available and that people are able to step-down	CCG, Council,

Actions	Description	Owner
	into more independent accommodation options	VCS

11. IMPROVING QUALITY AND OUTCOMES

We will deliver improved system-wide outcomes for our residents who live with a mental illness and other issues such as physical health problems. We will focus on improving data and systems to evaluate our progress in patient experience, quality and the efficiency of our services

There is more that we could know about the mental health and wellbeing of people in Southwark and the effectiveness of the services they are using. By collecting and analysing information we can understand better how services are performing and what more needs to change. The availability and use of good quality information about population need and service use is critical to effective commissioning. The use of quality data is particularly helpful in understanding the use of services by people by protected characteristic, thereby helping to understand how we can develop services that genuinely promote equality of access.

We will ensure that we monitor quality through performance monitoring so that we can determine whether services are offering high quality support to Southwark residents. We will also monitor whether services offer value for money, and will be consistent and transparent in the way we prioritise investments and any changes to mental health care.

Quality in terms of people's experience of care, their safety, and the effectiveness of the support and care they receive is important across every service. During the co-production of this strategy we heard a broad range of views from people about the quality of services, in particular about GPs, Talking Therapies, the Community Mental Health Service, and inpatient services.

We aim to develop a methodology to evaluate the success of changes to services which occur in light of this strategy, so we can effectively communicate progress made in improving outcomes. We will ensure we keep up-to-date with national activity to develop better systems for monitoring the mental health and wellbeing of the population and their response to the care they receive, including the Mental Health Services Dataset (MHSDS).

A clearer understanding of local mental health service provision is required, in terms of both activity and cost. Additionally, we need to better understand the characteristics of those currently accessing voluntary and statutory services and attempt to understand reasons for different rates of access. Severe mental illness disproportionately affects people from different groups, and we are aware that nationally Black or Black British ethnic groups had the highest proportion of people who had spent time in hospital in the year, with levels more than twice the average for the White ethnic group. Southwark has

higher rates of psychiatric hospital admissions than the national average which may be reflective of our ethnic diversity. This could be indicative of a greater and more complex need for mental health and learning disability services among this population group.¹²

¹² Southwark Joint Strategic Needs Assessment for Mental Health, 2016

Outcomes-based commissioning

An important part of developing a more collaborative approach between organisations will be to align their efforts to the achievement of shared outcomes. Southwark's common outcomes framework has been produced following the launch of Southwark's Voluntary and Community Strategy in 2017. The framework sets out the overall vision for commissioning and relationships with Southwark providers in future, which will be based on outcomes-focussed commissioning arrangements and specifications:

To build and sustain strong, cohesive communities where no one group or community is left behind				
Safer communities	Healthier communities	Engaged communities	Greener communities	Vibrant communities
Residents have an improved understanding of their rights and responsibilities resulting in greater community ownership	Residents have improved access to community services	Residents are given more opportunities to provide feedback that improves services	Residents are more able and willing to access community spaces especially local green spaces	More young people feel ready to engage with their education
Residents feel safer where they live, work or socialise and know where to get support	Residents and their families and carers are fully involved in planning their care and feel services are provided in a holistic way	Residents have increased opportunities and support to volunteer	Residents and organisations are more able to look after designated green spaces	More young people feel ready for work, to train or able to start and grow their own business
Children and young people feel safer in their neighbourhoods and in Southwark	Residents feel that they have access to services to improve their wellbeing	Residents have the skills and confidence to increase their use of online services and there is less digital exclusion	Residents increase their use of public transport, cycling or walking around the borough	Residents are supported to maximise their income and manage their money better
Residents across communities are more confident in reporting issues when they arise	Residents feel more confident to maintain their independence without the need for higher levels of support	Organisations can demonstrate they work more frequently in partnership across communities	Residents and organisations feel more able to use green spaces to support social action and health and wellbeing activities	Residents have greater access to apprenticeships and a range of quality job opportunities which are fairly paid and sustainable, including residents who have disabilities or long-term health conditions
Residents feel treated with respect and listened to through ongoing engagement and collaboration	Residents are able and confident to access appropriate mental health services	More residents taking part in local decision making	Increasing numbers of residents and organisations support initiatives to make Southwark greener	Small businesses are more able to access support to become sustainable
Residents feel more able to access services at an early point and in times of crisis	Children, young people and families feel more supported and able to access appropriate health and wellbeing services for the best start in life	Residents feel more involved in planning and decision making about changes to their local area which impact on their lives e.g. the built environment, planning decisions and regeneration initiatives	Residents across communities feel able to engage in the design of the public realm	VCS organisations work in partnership to increase investment in local services from sources that statutory organisations cannot access
More residents are helped to feel more secure in their homes	Residents feel more able to live in accommodation which is warm, dry and safe, and appropriate to their needs	Residents and organisations have greater access to community spaces and premises		Residents across communities have access to a broad range of cultural activities and organisations in the creative economy are more able to access support
Fairer Future Vision				
Southwark Five Year Forward View				
Common Purpose, Common Cause – VCS Strategy				

Figure 5: Southwark Common Outcomes Framework 2017

Whole system focus

Arrangements for commissioning and providing mental health services have made it difficult to develop a full picture of how the different parts of the whole health and care system can work together to meet the needs of both individuals and the population as a whole. It will be important to find ways to move away from commissioning and providing services that lead to fragmentation towards approaches that support better co-ordination and collaboration. This will mean co-producing more integrated approaches to

commissioning services between NHS and local authorities, between primary care and specialist mental health services, and between NHS and VCS organisations.

Improving quality and outcomes action areas

Actions	Description	Owner
Capture qualitative information from ongoing co-production and engagement activities	<p>Arrange regular engagement activities and forums to engage with local people and communities, and ensure information is captured and available as feedback to those audiences</p> <p>Through co-production involve individuals and carers more closely in decisions about the shape of future service provision</p>	CCG, Council, VCS, service user, carers, local people
Focus on ensuring good quality care and support is delivered in Southwark	<p>Ensure services are integrated and meet the health and social care needs of residents, including Council duties under the Care Act 2014</p> <p>Ensure the voices of people using services and carers are considered as part of new service developments and review</p>	CCG, Council, VCS, service user, carers, local people
Ensure data is available and used to inform service developments and reviews	<p>Agree a quality assurance framework to provide information on performance and to ensure the associated risks to delivery are being managed</p> <p>Utilise primary and secondary care data systems to improve understanding of those diagnosed with mental health issues and those accessing local services</p> <p>Improve the identification of people with CMDs through training and development and sharing of best-practice</p> <p>Ensure equalities data is collected by all services and used to inform service reviews and new service developments</p>	CCG, Council, Public Health
Ensure local services are high quality and provide good value for money	Complete benchmarking study with other London boroughs. Undertake a literature review of evidence based interventions to improve local mental health outcomes as well as reviewing examples of best practice	CCG, Public Health
Improve data sharing arrangements	<p>Improve sharing of information between local agencies involved in the mental health agenda e.g.: police, probation, and third sector organisation</p> <p>Explore options to conduct a local suicide audit to improve understanding of suicide cases and contributing factors</p>	CCG, Public Health
Develop outcomes-based commissioning framework	Co-design an outcomes framework to support delivery of new commissioning and contracting	All

12. HOW WE WILL DELIVER SOUTHWARK'S STRATEGY

This strategy represents NHS Southwark Clinical Commissioning Group (CCG) and Southwark Council's commitment towards working in partnership to improve the mental health and wellbeing of the local population. A range of actions have been highlighted which were based on feedback from the extensive engagement activities undertaken with local people. National and local policies and strategies were also considered and used to inform development of the strategy. The Five Year Forward View for Mental Health in particular has provided the framework for development of this strategy.

Our core aims are to:

- Continue co-production and co-design by involving local people in the implementation of this strategy. We will design ways for people who took part in the strategy events to help co-produce the solutions on an ongoing basis, ensuring that feedback is given to those that contribute
- Rebalance the system in favour of prevention and early intervention, with a key role for public health and local prevention plans. Tackle the social determinants of mental health problems, addressing stigma and targeting those most at risk. We recognise and will continue to support the vital role of our local voluntary and community sector organisations
- Develop a seamless 'all age' approach across the life course, integrating this strategy to local plans for children and young people's emotional wellbeing and mental health
- Improve support for people with mental health issues who have multiple needs such as substance misuse, homelessness and physical health issues and ensure that they get the help they need and do not slip through gaps between services
- Recognise the support and information needs of the families and carers of people experiencing mental health problems, as well as their strengths and assets
- Improve the continuity of care at points of transition, whether that is discharge from inpatient services into community-based care or reconfiguring services to support young people with mental health needs in transition to adulthood as part of an all age approach to care and support
- Ensure all services are provided with humanity, dignity and respect, and that people from all communities in Southwark, including people from groups with protected characteristics, are able to access a wide range of support services
- Work with Thrive London and the Sustainability and Transformation Partnership to seek opportunities to pilot new ways of working within Southwark services

Development of new service models

All areas are now facing the challenge of how to improve the quality and productivity of services, and how to do this at a time when the desired level of investment in services may not be possible. One way forward is to ensure that we are aware of innovation and best practice in other areas which can be adapted locally.

The Five Year Forward View for Mental Health identifies three priority areas where innovation is likely to have the greatest impact and which we will consider in Southwark:

- new models of care - to stimulate effective collaboration between commissioners and providers to develop integrated, accessible services for all local residents
- expanding access to digital services - to enable more people to receive effective

- care and provide greater accessibility and choice
- a system-wide focus on quality improvement - to support staff and patients to improve care through effective use of data, with support from professional networks.

Another key recommendation from the Five Year Forward View for Mental Health is that care must be integrated – spanning people’s physical, mental and social needs. This should be achieved through partnership working across NHS, public health, voluntary, local authority, housing providers, education. Integrated population-based commissioning will combine health and social care spending power to improve mental health outcomes. To support the changes required we will increasingly join commissioning budgets and contracting arrangements, moving away from a system with many separate contracts. An important part of developing this more collaborative approach between organisations will be to define clear, shared outcomes.

The Next Steps on the NHS Five Year Forward View (2017) highlighted the need for further integration across health and care, through Sustainability and Transformation Partnerships and through the creation of population-based commissioning models. NHS Southwark CCG and Southwark Council are committed to developing an integrated approach to transforming services, and have been working together on implementing a population segmentation model.

We will focus on 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. We will refocus our commissioning to support this approach, with services which are more responsive to the social and clinical needs of people within each segment.

A decision has been made to use the ‘Bridges to Health’ model and apply it within a Southwark context. Population-based commissioning models such as Bridges to Health look at patients/service users not just as individuals but as a part of a wider population. Such models aim to reduce fragmentation, prevent duplication between services, ensure clear entry points into the system, address workforce challenges and ensure long-term sustainability. In future we will work differently with our providers and local populations, acknowledging that the current system is unsustainable without large-scale transformative change.

By moving to a population-based model we believe we can drive a range of financial and quality benefits for commissioners and local people. This will be achieved through more co-ordinated and integrated care, delivering care in lower cost settings and by fully co-producing new services and ways of working with local people and communities. Investment in population wellbeing, prevention of mental disorder and early treatment of illness can result in significant economic savings even in the short-term. Due to the broad impact of mental disorder and wellbeing, these savings may occur in health, social care, criminal justice and other public sectors.

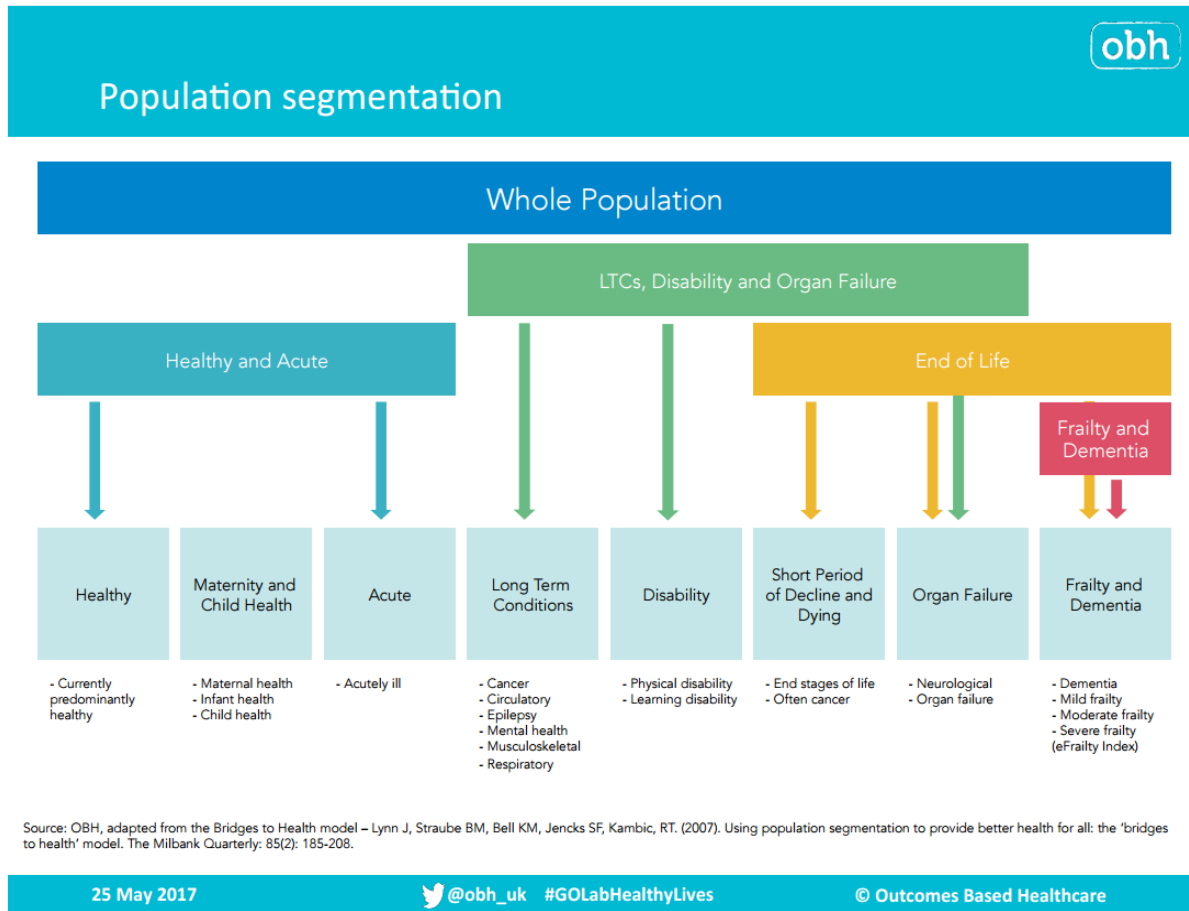


Figure 6: Bridges to Health population segmentation model

Governance and delivery of the Mental Health and Wellbeing Strategy

We will develop detailed delivery plans against the five priorities set out within the strategy. Southwark's Severe Mental Illness Commissioning Development Group (CDG), Children's and Adults' CDGs and the Health and Wellbeing Board will monitor these actions to consider how well we are delivering against the strategic priorities identified in the document. We will also establish a forum of stakeholders to help develop the delivery plans and track progress against actions and outcomes achieved. We have welcomed the input of Healthwatch and other local organisations and will continue to work in partnership to review strategy implementation, appreciating their understanding of the experiences of people using services, carers and local people in Southwark.

We will review the impact of the strategy and its delivery plan on a regular basis, and consider where adjustments need to be made to reflect changing national or local priority areas – we acknowledge that plans will be live and may change to reflect progress and new priorities as they arise. Every year we will hold a public review meeting to feedback on strategy progress and how well strategy priorities are being delivered. We will also ensure that any changes to strategy areas or delivery actions are fully communicated at these events.

We also aspire to develop a more networked approach to mental health support in Southwark, taking learning from other areas where a community of providers, support agencies, statutory organisations and local people all work together to support people to

live well. We will review whether more 'hub and spoke' approaches to support can be developed which can support a network of entry points to statutory and voluntary services in the borough.

Measuring progress

We will co-produce measurable outcomes that will show us what impact the delivery of the plans has had on the mental health and wellbeing of the people of Southwark. We also expect that more integrated measures will be developed during the lifespan of the strategy as population and outcomes-based commissioning approaches are developed in the near future.

We will develop a mental health strategy data framework to gather data to support monitoring, and will consider how to increase use of digital tools and electronic information. We will aim to align the Mental Health and Wellbeing Strategy monitoring plans to other strategies such as Southwark's Suicide Prevention Strategy (Preventing Suicides in Southwark. Our Strategy and Action Plan, 2017-2022). This will ensure that both strategies can be cross-referenced and reported on together at different governance meetings and forums.

Glossary

Accommodation Pathway. A structured approach to meeting accommodation needs for people with mental health issues, stepping down from inpatient provision to independent community based accommodation

Acute Care. Treatment for acute or severe mental illness, which may include care as an inpatient in hospital or intensive support in the community

Care Act 2014. Replaced most previous legislation regarding carers and people being cared for. It sets out the duties of local authorities, including carers and need assessments, eligibility for support and charging for residential and community care

Care Pathways. Set out a process or best practice to be followed in providing treatment, care and support for a patient or client with a particular condition

Clinical Commissioning Group (CCG). CCGs are the clinically-led statutory bodies with responsibility for planning and commissioning health and mental health services in their local area

Community mental health team (CMHT). Multidisciplinary team that provides specialist mental health support and outreach in the community. CMHTs can include psychiatrists, psychologists, community psychiatric nurses, social workers, occupational therapists and other specialists

Commissioning. The process of getting the best achievable health outcomes for the local population, based on assessing local needs, identifying priorities, purchasing services from providers (e.g. hospitals, clinics, community sector organisations) and monitoring performance. Commissioners are professionals with the responsibility for the commissioning process

Co-production. The New Economics Foundation defines co-production as an approach to designing and delivering public services through ‘an equal and reciprocal relationship between professionals, people using services, their families and neighbours’

Core 24 Standard. Standard requiring NHS care to be available 24/7

Crisis Care Concordat. National and local agreements between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis

Dual diagnosis. Used to describe a combination of mental health and drug and alcohol problems, which raises specific issues for the delivery of effective care and support

Five Year Forward View for Mental Health. This report from the Independent Mental Health Taskforce to the NHS in England, published in February 2016, reviews current mental health provision and future challenges and sets out priority actions for the NHS

Implementing the Five Year Forward View for Mental Health. Sets out a blueprint for delivery of the Five Year Forward View, including year on year milestones for delivering the objectives by 2020-21 and funding, investment and savings figures

Integration. NHSE – drawing on the work of the National Collaboration for Integrated Care and Support – explains that for health, care and support to be “integrated” it must be ‘person-centred, coordinated, and tailored to the needs and preferences of the individual, their carer and family ... moving away from episodic care to a more holistic approach ... that puts the needs and experience of people at the centre of how services are organised and delivered.’

Improving Access to Psychological Therapies (IAPT). Programme that has expanded access to psychological therapies (particularly cognitive behavioural therapy), with a particular focus on the treatment of anxiety and depression

Joint Strategic Need Assessment (JSNA). Document setting out the needs within the local population, produced by Health and Wellbeing Boards

Mental health crisis. The mental health charity Mind describes a crisis as a point where someone’s mind ‘is at melting point’, they ‘can’t carry on anymore’ and where there may be an immediate risk of self-harm or suicide, often involving extreme anxiety, having a panic attack or even a psychotic episode

Mental health services data set (MHSDS). Provides comprehensive, nationally consistent and comparable person-based information for children, young people and adults who are in contact with mental health services

Multiple Needs/Complex Needs. Used to describe people with a combination of several problems at the same time, which may include mental ill health, drug and alcohol misuse, homelessness, offending and family breakdown. People with multiple and complex needs can find it difficult to access appropriate services

NHS England. Leads the NHS in England, setting priorities and direction

Parity of Esteem. A concept which emphasises equal status, and specifically that mental health should be regarded as equal to physical health in terms of importance, focus, funding, etc.

Perinatal. Relating to the time immediately before and after birth, usually a number of weeks

Primary care. Health services in the community that provide people with a first point of contact and principal point of continuing care; treatment and care led by GPs

Secondary care. Specialist health and mental health services (e.g. services provided by Community Mental Health Teams and inpatient hospitals)

South London and Maudsley Foundation Trust (SLaM). South London and Maudsley NHS Foundation Trust provides a range of NHS mental health services including the Maudsley Hospital and Bethlem Royal Hospital

Supported housing. Housing with additional support to help people with mental health problems to live independently. Supported housing can range from receiving help with things like budgeting and accessing services in your own home ('floating support') to a communal setting with resident support workers and/or therapists

Sustainability and Transformation Plans (STPs). Every health and care system in England is required to produce a plan showing how local services will evolve and become sustainable and deliver the Five Year Forward View for the NHS.

APPENDIX 1

The following sets out a summary of engagement to date and plans for final sign off of the strategy:

Engagement Event or Meeting	Date	Strategy Version
CCG/Council Strategy Reference Group	October 2016 - May 2017	Draft v1-v4
CCG Clinical Leads and Lay Member Briefings	October 2016 - June 2017	Draft v1-v4
CCG/Council Open Listening Events	15 and 30 November 2017	N/A
CCG South Southwark Locality Patient Participation Group (PPG)	10 January 2017	Draft v1
Council Healthy Communities Scrutiny Committee	19 January 2017	Draft v1
Council Community Council - health and wellbeing exhibition (Peckham and Nunhead Community Council)	28 January 2017	Draft v1
CCG Commissioning Strategy Committee	9 February 2017	Draft v1
Council Education and Children's Scrutiny Committee	27 February 2017	Draft v1
CCG Children and Young People's Commissioning Development Group	13 April 2017	Draft v2
CCG Governing Body Seminar	8 June 2017	Draft v3
Council Camberwell Community Council	21 June 2017	Draft v4
Council Children and Adults Board	28 June 2017	Draft v4
CCG Engagement Advisory Group (CDG Challenge Group)	13 July 2017	Draft v5
Council Scrutiny Sub Committee (Healthy Communities)	13 September 2017	Draft v6
Council Consultation Hub exercise	8 Aug - 15 September 2017	Draft v6
CCG/Council Service User Engagement Event	11 September 2017	Draft v6
Borough, Bankside and Walworth Community Council	21 September 2017	Draft v6
CCG Council of Members	27 September 2017	Draft v6
CCG Commissioning Strategy Committee	5 October 2017	Draft v7
Council Children and Adults Board	13 November 2017	Draft v10
CCG Governing Body	11 January 2018	Draft v16
Council Cabinet	23 January 2018	Draft v16

Draft Joint Mental Health and Well-Being Strategy: engagement activities 2017

1. Introduction

This report is a record of the engagement exercises held by NHS Southwark CCG and Southwark Council to finalise the Joint Mental Health and Well-Being Strategy 2018-2021. The exercises included engagement events and a period of online engagement through the 'Consultation Hub' which was available on Southwark Council's website. The aim of these activities was to give an opportunity for local service users, carers, members of the public, GPs and stakeholders to assist with finalising the draft strategy document.

The strategy was written following extensive engagement in November 2016, and was revised following comments from senior staff from Southwark CCG, Council and members of the Strategy Steering Group. The strategy describes the key issues and actions which are needed to improve the mental health and wellbeing of Southwark residents.

Feedback from recent engagement has been collated and summarised, with key themes identified. These themes broadly highlight the areas which people felt were most important in relation to the strategy and how it should be delivered. This information has been used to inform the final version of the strategy document and action plan, and will also play a vital role in shaping the development of Southwark mental health and wellbeing services in future.

2. Summary of strategy engagement activities

2.1 Mental Health and Wellbeing Strategy engagement event: Blackfriars Settlement

This event was held on the evening of 11 September 2017, and 35 people attended as well as Southwark CCG staff members, the CCG's clinical lead Dr Nancy Kuchemann, and Councillor Richard Livingstone representing Southwark Council.

The format of the event included short presentations to introduce the strategy and future plans, followed by a workshop session and feedback. Councillor Richard Livingstone gave the closing presentation and thanked everyone for attending. The workshop session invited 6 tables of between 4-7 people to discuss a case study in relation to 4 key strategy priority areas. The aim was to discuss how the strategy priority areas would help the people in the case studies and whether there were any gaps. Slides from the engagement report are available in appendix 3.

2.2 Borough, Bankside and Walworth Community Council meeting, St Georges Cathedral

This Council meeting was held on 21 September 2017, and the Mental Health and Wellbeing Strategy was discussed in the second half of the event. At this event a number of local mental health and other support organisations had set up stalls in a 'market place', offering advice and information to the people attending the event.

The meeting was chaired by Councillor Eleanor Kerslake and attended by around 100 local residents, as well as most of the councillors for the Community Council area. After Council

proceedings at the beginning of the meeting had been concluded the strategy was introduced by Southwark Council's mental health champion Councillor Helen Dennis and a commissioner from Southwark CCG. The coordinator of the Southwark Wellbeing Hub also gave an overview of the work of the Hub and some of the resources which are available to people seeking advice and support in the borough. The meeting then broke into groups to consider individual case studies and how the people in the case studies could be supported to deal with their support needs.

2.3 Southwark Council's Consultation Hub

The Consultation Hub was opened to comments from the public between 7 August and 15 September 2017. A total of 87 responses were received from people and comments have been used to finalise the final strategy document.

2.4 Southwark Healthwatch and Southwark Pensioners' Action Group

Invaluable input has also been provided by both organisations who have read through later versions of the strategy and provided comments and advice on how the document should be finalised.

Delivery and Review: 12 Milestones

NHS Operational Planning and Contract Guidance for the period 2017 to 2019 re-affirmed NHS objectives to implement the Five Year Forward View (FYFV), and also set out the planning and contracting processes to support Sustainability and Transformation Plans and Partnerships. Any local approach to transforming mental health care will take place in line with the national direction, and within the context of the Our Healthier South-East London Sustainability and Transformation Partnership (OHSEL).

OHSEL sees mental health as a key priority and wishes to ensure that those with mental health needs are cared for and treated in the same way as those that require physical health care. Key focus areas include delivering services that address a person's mental and physical health needs in an integrated way, ensuring issues are detected soon enough to avoid people going into crisis and ensuring multiple organisations and professions work together across boundaries to provide more holistic health care for the person.

OHSEL's Mental Health Regional Milestone Tracker has 12 Work Streams with linked targets and these will be used to support strategy delivery plans and review:

Workstream	Activity / initiative	Final Target	Final Target Deadline
CYP	Improved access rate for CYP	TBC*	Mar-21
	% of patients receiving first definitive for eating disorder within four weeks from a routine referral	95%	Mar-21
	% of patients receiving first definitive for eating disorder within one week of an urgent referral	95%	Mar-21
	Number of new CYP under 18 receiving treatment in NHS funded community services in the reporting period	30%	Mar-18
	Reduction in inappropriate OAPs for inpatient CAMHS (Tier 4)	Add baseline	TBC
	Total Number of bed days for CYP under 18 in CAHMS tier 4 wards	Add baseline	Mar-21
Spec Comm	Delivery against regional CAMHS implementation plans in line with the approval by NHSE of the CAMHS T4 service review outcomes	50%+	Mar-18
Suicide	Reduction in age standardised suicide rate	10%	Mar-21
Perinatal	Increase access to evidence-based specialist perinatal mental health care (whole number)	TBC*	Mar-18
IAPT	IAPT access to treatment	19%	Mar-19
	IAPT recovery rate	50%	Mar-21
	IAPT waiting time, 6 weeks	75%	Mar-21
	IAPT waiting time, 18 weeks	95%	Mar-21

Workstream TBC	Activity / initiative	Final Target	Final Target Deadline
EIP	% of people experiencing a first episode in psychosis treated with a NICE approved care package within two weeks of referral	50%	
Liaison	% of acute hospitals meeting core 24 service standard for all adults	50%	Mar-21
OAPs	Reduce the number of OAPs for non-specialist acute care: localities plans in place to eliminate appropriate OAPs by 2020/21.	LSL	Mar-21
		BBG	
SMI	Proportion of people with SMI who have received complete list of physical checks	TBC	
Dementia	Proportion of people with dementia with a recorded diagnosis	67%	Mar-18
Finance	Increase baseline spend on mental health to deliver the Mental Health Investment Standard	N/A	
Data	Ensuring that all providers in regional footprint submit data to NHS Digital	N/A	

Item No. 11.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Admission Arrangements for Community Primary Schools - September 2019	
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 is responsible for the admission arrangements of all community primary schools in the borough. We have a duty to ensure these arrangements are fair, clear and equitable to enable families to access the schools of preference for their children. Southwark's arrangements have worked well over a number of years and for these reasons the arrangements remain similar to previous years with one proposed change.

We know that great headteachers, teachers and teaching assistants are crucial to ensuring that Southwark schools continue to excel. For that reason we are proposing a change to the oversubscription criteria of our community primary schools to support our schools to recruit and retain teaching staff.

The proposed changes are set out in full in the 'Proposed Admission Arrangements for September 2019 Intake' document which accompanies this report as an appendix. The change will affect criterion 4 of the oversubscription criteria. This means that priority will still be given for Looked After Children and previously Looked After Children, for siblings of children already on the school roll and for children with exceptional medical, social or psychological needs. Applications will then be prioritised for the children of permanent staff who have been employed at the Southwark community primary they are applying to for a minimum of two years, work as a teaching assistant or a qualified teacher and work for a minimum of 0.6fte. Priority would be limited to a maximum of one child per form of entry per academic year at each Southwark community priority school. Places will then be allocated to children living nearest to the school.

RECOMMENDATION

1. That Cabinet agrees the Southwark Community Primary Schools Admission Arrangements ("the Arrangements") for September 2019 as set out in Appendix 1 of this report.

BACKGROUND INFORMATION

2. Southwark Council ("the Council") is the admission authority for community primary schools within Southwark. It must, before the beginning of each school year, determine the admission arrangements for those schools which are to apply for that year.

3. The School Admissions Code 2014 (“the Code”), which applies to all maintained schools, academies and free schools came into force on 19 December 2014. When determining admission arrangements, admission authorities are required to act in accordance with all mandatory provisions contained in the Code.
4. Admission arrangements must also adhere to the requirements of the School Standards and Framework Act 1998 (“the SSFA 1998”), the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 (as amended) (“the Regulations”) and the School Admissions (Infant Class Sizes) (England) Regulations 2012.
5. At the Cabinet meeting on 19 March 2013, the Leader of the Council delegated authority to the cabinet member for children’s services to agree the admission arrangements for community primary schools for 2015 admissions and onwards where there were no changes made from the previous year. This report is being brought to Cabinet for determination because changes are proposed to the Arrangements, as outlined in paragraph 8 of this report.
6. The Regulations and paragraph 1.42 of the Code require all admission authorities to consult when proposing to change their admission arrangements. Where admissions arrangements have not changed from the previous year, there is no requirement to consult. Admissions authorities must as a minimum consult on their admissions arrangements at least once every seven years, even if there are no changes to their existing arrangements. Consultation on admission arrangements must run for a period of at least six weeks and be completed by 31 January in the year preceding the year the change is to be effected (i.e. 31 January 2018 for September 2019 admissions). The Council has written to all admission authorities in Southwark with a reminder of this.
7. The Council’s consultation on Southwark’s 2019/20 admission arrangements for community schools, took place between 8 November 2017 and 20 December 2017.
8. The Arrangements remain similar to both the previous year’s arrangements and that of neighbouring local authorities. The proposed change which prompted the consultation relates to prioritising children of permanent staff members who work at a Southwark community primary school. The proposed criterion aims to support and aid community primary schools in the borough with the retention of staff and is in line with neighbouring authorities.
9. The consultation set out a proposal relating to the children of permanent staff. Applications will be prioritised where permanent staff employed at Southwark community primary schools are applying for a place for their child at the school they work in. For the purposes of this criterion, the ‘permanent staff’ member must:
 - Be employed at the Southwark community primary school they are applying to for a minimum of two years at the time of submitting the application;
 - Work as a teaching assistant or a qualified teacher at that school on a permanent basis; and
 - Work at the school for a minimum of 0.6fte (16.5 hours teaching staff).

Priority would be limited to a maximum of one (1) child per form of entry per academic year at each Southwark community primary school.

The main purpose of this proposal is to support and aid community primary schools in Southwark with the retention of their staff.

10. The consultation was available for viewing on the school admissions pages of the Council's website and the consultation pages of the Local Offer website. The consultation was also circulated to all maintained primary and secondary schools within Southwark, all local authorities in London and both the Anglican and Roman Catholic diocesan boards. A notice was also published in Southwark News to publicise the consultation.
11. Final admission arrangements for September 2019 admissions (irrespective of whether or not an admission authority has consulted) must be determined by 28 February 2018. The Arrangements will be confirmed to the Secretary of State by 28 February 2018.
12. Full details of the Arrangements, along with those of all other admission authorities in the borough, will be included in the Starting Primary booklet for September 2019. Many families will use this booklet as a main source of information when selecting a primary school and will be able to download the booklet from the school admissions web page or view a hard copy upon request.
13. The full admission arrangements, including supplementary information forms and any proposed changes for all Southwark admission authorities consulting on their 2019/20 arrangements have been checked by officers to ensure compliance with the Code. Formal written comments were provided in respect of any issues of non compliance or, where a proposed change could adversely impact on the community. All comments provided must be considered before determination of arrangements. Any serious breach of compliance may be referred to the Office of the Schools' Adjudicator if not remedied through discussion with the admission authority directly.
14. A list of the published admission numbers for all Southwark primary schools for the September 2019 intake is attached at Appendix 2.
15. The Council received two responses during the consultation including one comment in support of the proposed change at criterion 4 of the oversubscription criteria. The second comment was a suggestion as to whether the proposed change could be expanded to include a wider range of key workers. This currently does not fall within the remit of the School Admissions Code 2014, however officers will put this forward as a suggestion to colleagues at the London Inter Authority Admissions Group.

Having considered all comments, it is recommended that children of permanent staff employed at a Southwark community primary school are prioritised at criterion 4 and accompanying guidance note (e) of the Arrangements (appendix 1) for the September 2019 intake as set out below:

Criterion (iv) Children of permanent staff employed at the school

Guidance note (e) (relating to criterion 4)

Applications will be prioritised where permanent staff employed at Southwark community primary schools are applying for a place for their child at the school

they work in. For the purposes of this criterion, the 'permanent staff' member must:

- Be employed at the Southwark community primary school they are applying to for a minimum of two years at the time of submitting the application i.e. their employment must have started no later than September 2017;
- Work as a teaching assistant or a qualified teacher at that school on a permanent basis; and
- Work at the school for a minimum of 0.6fte (16.5 hours teaching staff).

Supporting evidence and verification from the headteacher at the school must be provided to the local authority's, school admissions team at the time of application to substantiate that the permanent staff member is employed as per the requirements set out above. Where supporting evidence has not been provided, priority will not be given under this criterion.

'Children of permanent staff' includes the natural, step, foster or adopted child living in the same family unit and at the same home address as the staff member making the application.

Priority is limited to a maximum of 1 child per form of entry per academic year at each Southwark community primary school as per the table below. If the staff member has multiple birth children or more than one child in the same academic year, Southwark community schools will admit all qualifying children under this criterion.

<i>Published admission number at the Southwark community primary school</i>	<i>Maximum limit for children prioritised under criterion (iv)</i>
120	4
90	3
60	2
30	1

Community impact statement

16. The Arrangements, together with the Council's participation in the co-ordinated admissions scheme for primary admissions, is designed to produce fair and equitable access to school places for all children. Allocation of places is delivered through strict application of admissions and oversubscription criteria of each school in Southwark through a central (pan-London) computerized system.
17. Additional support is provided to families that find it difficult to navigate the admissions system through the admission officers, school staff and the Southwark Information, Advice and Support Team. This involves a significant amount of outreach support and drop in sessions throughout the year at surgeries, schools and libraries, in order to engage EAL communities with the use of interpreters as well as parents / parents of children, who may have a protected characteristic under the Equality Act 2010. There is also a weekly drop in to provide support on admissions issues at a Southwark one stop shop.

18. The Public Sector Equality Duty, at section 149 of the Equality Act, requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard 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.
19. We have had due regard in preparing the arrangements and will have due regard when carrying out the proposed activities, for the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with protected characteristics and those with none. Provision of new school places and fair and equitable admissions policies:
- a) *"advances the cause of the elimination of discrimination" by removing potential discrimination based on the protected characteristics*
 - b) *"advances equality of opportunity" by ensuring that all groups, irrespective of background, have equal access to school places*
 - c) *"fosters good relations" by implementing a demonstrably fair and equitable policy for school admissions across the borough for people with protected characteristics and those without.*
20. "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 we need to consider when prioritising children of permanent staff members working at community primary schools in Southwark. A detailed examination of all of these characteristics was carried out in a comprehensive EIA of the process, which is available on request, and which concluded "No negative impacts of the new arrangements including the proposed change to prioritise children of permanent staff members working at Southwark community schools have been identified, so no mitigating actions are required, and no equality objectives will derive from these specific proposals."

Finance implications CAS17/031

21. All costs associated with the admissions process are chargeable to the Schools Budget and, are, therefore, met from Dedicated Schools Grant (DSG). There are no direct financial implications for the council's revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

22. The recommendations in this report are included in the matters reserved to full Cabinet in Part 3C of the Council's Constitution.
23. School admission arrangements are governed by the SSFA 1998, together with the Regulations and Code, as stated within the body of the report.

24. There is a proposal is to vary the arrangements to include a priority category for children of members of staff. Whilst the Code makes clear that it is a matter for an admissions authority to determine its own admission arrangements there are certain requirements in the Code that ordinarily the authority will need to comply with. The Code makes specific reference to permitting the particular proposed category at para 1.39:

*Admission authorities may give priority in their oversubscription criteria to children of staff in ... the following circumstances:
.....where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made*

25. In accordance with the statutory requirements, the council has carried out a consultation exercise in relation to the proposed changes to the arrangements. The details of the consultation process are set out in the report. The council is legally required to ensure that consultation is undertaken at a time when proposals are still at a formative stage; it must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response; adequate time must be given for this purpose; and the product of consultation must be conscientiously taken into account when the ultimate decision is taken. It is important for the Cabinet to take into account the results of the consultation that has been carried out, as set out in the report, when determining these arrangements.
26. The public sector equality duty under section 149 Equality Act 2010 has to be considered when making this decision. This requires that due regard is given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with protected characteristics and those with none. In particular Cabinet will note the adjustments in place to enable full access to support and information for all communities in Southwark, outlined in the Community Impact Statement. That Statement also makes clear that whilst an equality impact assessment has been carried out in relation to the proposed changes, no negative impacts on people with a particular protected characteristic have been identified.

Strategic Director of Finance and Governance

27. This report seeks approval from Cabinet to the Southwark Community Primary Schools Admission Arrangements for September 2019 as set out in Appendix 1 of the report. Paragraph 21 confirms that the costs associated with the admissions process are met from the Dedicated Schools Grant, and that there is no direct financial implication on the council's revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The School Standards and Framework Act 1998		Glenn Garcia 020 7525 2717
Link: www.legislation.gov.uk		
The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012		Glenn Garcia 020 7525 2717
Link: www.legislation.gov.uk		
The School Admissions Code 2014		Glenn Garcia 020 7525 2717
Link: https://www.gov.uk/government/publications/school-admissions-code--2		

APPENDICES

No.	Title
Appendix 1	Southwark Community Primary Schools Admission Arrangements for September 2019
Appendix 2	Southwark Primary Schools – Published Admission Number for September 2019 intake
Appendix 3	Southwark Secondary Schools – Published Admissions Number for September 2019 intake

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Children and Schools	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's and Adults Services	
Report Author	Glenn Garcia, Head of Education Access 0-25	
Version	Final	
Dated	12 January 2018	
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	12 January 2018	

Document A: Southwark community primary schools

Proposed admission
arrangements for September
2019 intake

A child with a Statement of Special Educational Needs whose Statement names a school must be admitted to the school in accordance with section 324 of the Education Act 1996. A child with an Education, Health and Care Plan whose plan names a school must be admitted to the school in accordance with section 37 of the Children and Families Act 2014. This is a separate process from the coordinated admission arrangements set by Southwark Council.

1.1 Oversubscription criteria for Southwark community primary schools (all years excluding nursery)

In the event of there being more applications than places available, places will be allocated in the following order of priority:

- (i) Children in public care (looked after children) and children who were previously looked after but ceased to be so because they were adopted (or became subject to a child arrangements order or special guardianship order) immediately following having been looked after [see note (a)]
- (ii) Children with siblings who are already on roll at the school and will still be on roll at their date of entry [see note b]
- (iii) Children with exceptional medical, social or psychological needs, where it is agreed by the Local Authority ["LA"] and the headteacher that these can best be addressed at a particular school [see note c]
- (iv) Children of permanent staff employed at the school [see note e]**
- (v) Children living nearest to the school as measured by a straight line from the child's home to the main school gate/entrance [see note d]

Notes

- (a) A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school.

This includes children who were adopted under the Adoption Act 1976 (see section 12 adoption orders) and children who were adopted under the Adoption and Children's Act 2002 (see section 46 adoption orders).

Child arrangements orders are defined in section 8 of the Children Act 1989, as amended by section 12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence orders in force prior to 22 April 2014 is deemed to be a child arrangements order.

Section 14A of the Children Act 1989 defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

References to previously looked after children in the School Admissions Code 2014 means such children who were adopted (or subject to child arrangements orders or special guardianship orders) immediately following having been looked after.

- (b) Sibling includes full, half, step, foster and adopted brother or sister living in the same family unit and at the same home address as the child.

The home address is where the parent/carer lives and the child permanently resides unless otherwise directed by a Court Order. This will also apply to informal care arrangements. Where a child spends time with both parents/carers in separate homes and both have parental responsibility, the school will need to establish where the majority of school nights (Sunday to Thursday) are spent. This will then be treated as the home address.

Siblings attending the nursery or in Year 6 who will be transferring to secondary school will not be regarded as a sibling under this criterion.

- (c) Supporting evidence to substantiate that the child or their family has a medical, social or psychological need must be provided at the time of application. The evidence must be in a written format and should set out the reasons why, in their view, a particular school is the most suitable and the difficulties that would be caused if the child had to attend another school.

This evidence must be current and either from the child's registered general practitioner or any another relevant qualified professional that the child has been referred to and/or who is providing direct care/support/treatment to the child on an ongoing basis in their professional capacity e.g. a child or educational psychologist, a child psychiatrist, an orthopaedic consultant or a social worker.

- (d) The LA uses the eastings and northings linked to an applicants address to calculate a straight line distance measurement to all of our community schools in Southwark which is generated by our Capita pupil database.

Due to Ivydale School being based at two sites, the distance for this school only will be calculated using a straight line from each applicant's home address to the main gate/entrance of both school sites. The shorter of the two distances will then be used.

If a child lives in a block of flats where a communal entrance is used, the LA will use the grid references for the block, not for the individual flat. When dealing with multiple applications from a block of flats to the same community school, lower door numbers will take priority

- (e) Applications will be prioritised where permanent staff employed at Southwark community primary schools are applying for a place for their child at the school they work in. For the purposes of this criterion, the 'permanent staff' member must:

- Be employed at the Southwark community primary school they are applying to for a minimum of two years at the time of submitting the application i.e. their employment must have started no later than September 2017;
- Work as a teaching assistant or a qualified teacher at that school on a permanent basis; and
- Work at the school for a minimum of 0.6fte (16.5 hours teaching staff).

Supporting evidence and verification from the headteacher at the school must be provided at the time of application to substantiate that the permanent staff member is employed as per the requirements set out above. Where supporting evidence has not been provided, priority will not be given under this criterion.

'Children of permanent staff' includes the natural, step, foster or adopted child living in the same family unit and at the same home address as the staff member making the application.

Priority is limited to a maximum of 1 child per form of entry per academic year at each Southwark community primary school as per the table below. If the staff member has multiple birth children or more than one child in the same academic year, Southwark community schools will admit all qualifying children under this criterion.

Published admission number at the Southwark community primary school	Maximum limit for children prioritised under criterion (iv)
120	4
90	3
60	2
30	1

- (f) A child's attendance at a co-located nursery class does not guarantee admission to the school for primary education. A separate application must be made for transfer from nursery to primary school.
- (g) Multiple births – if only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, Southwark community schools will admit all qualifying siblings as 'excepted pupils' by going over their published admission number.

1.2 Tie break

Where two applications are equal in any given criterion, places will first be offered to children living nearest to the school measured by a straight line as described under criterion (v) of the oversubscription criteria. If however there is still a tie break, lots will be drawn to decide which child is offered a place.

1.3 Proof of address

Any offer of a school place will be conditional until proof of address has been provided within 15 days of the date of the offer of the place. Original copies of the following documentation will be required:

- Council tax bill; and
- One other proof of address such as a bank statement, TV licence or credit/store card statement

Occasionally, if the LA has reason to suspect that a family does not live at the address stated on their application an investigation will be carried out. Should the LA discover that a parent has stated a fraudulent address the offer of a school place will be withdrawn.

1.4 Dates of entry

Southwark Council will provide for the admission of children into the Reception year group in the September following their fourth birthday. However, a child is not required to start school until they have reached compulsory school age. Compulsory school age is set out in section 8 of the Education Act 1996 and The Education (Start of Compulsory School Age) Order 1998. A child reaches compulsory school age on the prescribed day following his/her birthday (or on his/her birthday if it falls on a prescribed day). The prescribed days are 31 December, 31 March and 31 August.

Deferred entry

In accordance with Paragraph 2.16 of the School Admissions Code 2014, families are able to:

- Defer their child's entry to school until later in the same academic year;
- Defer their child's entry to school until s/he reaches compulsory school age; or
- Take up their child's Reception place part time until s/he reaches compulsory school age.

Where entry is deferred until later in the same academic year, the child's school place will be held and not offered to another child. For further information on deferring a child's place until later in the same academic year, please read Southwark Council's policy on "Deferring entry to primary school" which can be viewed at [Primary admissions | Southwark Council](#)

Admission of children outside of their normal age group

Families with summer born children who have not reached compulsory school age may request to delay their child's entry to Reception until the following academic year.

For further information on how to request to delay a summer born child's entry to Reception until the following academic year, please read Southwark Council's policy on the "Admission of children outside of their normal age group" which can be viewed at [Admission of children outside their normal age group | Southwark Council](#)

However, we do anticipate changes to this section following the Government's consultation in respect of the admission of summer born children. For further updates please view our website at [Admission of children outside their normal age group | Southwark Council](#)

1.5 Waiting lists

Southwark LA will continue to co-ordinate admissions beyond offer date. The LA will hold waiting lists for all oversubscribed community schools until the end of 31 August 2019, after this date any remaining waiting lists will be returned to the schools.

Children will only automatically be placed on the waiting lists of those schools which have been stated as higher preferences on their application unless there are exceptional circumstances which will be considered by the LA. Each child on the waiting list will be ranked in line with the oversubscription criteria stated at paragraph 1.1 above. Looked after children, previously looked after children and those allocated a place at the school in accordance with a Fair Access Protocol, must take precedence over those on a waiting list.

Any parent/carer wishing to know of their child's ranking on the waiting list and the criteria that applies to them has the right to be informed should they request this information.

1.6 Capacity of primary school places

The London Borough of Southwark has experienced an increase in demand for places. This growth is forecast to continue and may require an increase to the number of forms of entry provided in Southwark's primary schools should additional places for September 2019 be needed. We would aim to have finalised the locations of additional forms of entry for September 2019 later in 2018. We will publicise any details on our website at [School admissions | Southwark Council](#)

Document B: Southwark primary schools

Proposed published admission number for September 2019 intake

The tables in this document show the proposed published admission numbers for all mainstream primary schools in Southwark for the September 2019 intake

1.1 Community primary schools

School	Published admission number ["PAN"]
Albion	60
Alfred Salter	60
Bellenden	60
Bessemer Grange	90
Brunswick Park 1	75
Camelot	75
Cobourg	60
Comber Grove	45
Crampton	30
Crawford	90
Dog Kennel Hill	60
Dulwich Wood	60
Goodrich	90
Grange	60
Heber	60
Hollydale	45
Ilderton	60
Ivydale	120
John Ruskin 2	58
Keyworth	90
Lyndhurst	60
Michael Faraday	60
Oliver Goldsmith	60
Phoenix	120
Pilgrims Way	30
Riverside	45
Robert Browning	60
Rye Oak 1	60
Rotherhithe	60
Snowsfields 1	30
Southwark Park	60
Tower Bridge	30
Townsend	30
Victory	30

1.2 Academies

School	Published admission number ["PAN"]
Angel Oak	60
Ark Globe	60
Dulwich Hamlet 3	90
Goose Green	60
Harris Academy Peckham Park	60
John Donne	60
Redriff 1	90

1.3 Voluntary aided schools

School	Published admission number ["PAN"]
Boutcher C of E	30
Dulwich Village C of E	90
English Martyrs RC	60
Peter Hills with St Mary's & St Paul's C of E	30
Saint Joseph's Catholic, Borough	30
St Anthony's RC	60
St Francesca Cabrini RC	60
St Francis RC	60
St George's C of E	30
St George's Cathedral RC	60
St James C of E	60
St James the Great RC	30
St John's C of E	30
St John's RC	30
St John's & St Clement's C of E	60
St Joseph's RC, George Row	45
St Joseph's RC, Gomm Road	30
St Joseph's RC Infants	60
St Joseph's RC Juniors 3	60
St Jude's C of E	30
St Mary Magdalene C of E	30
St Paul's C of E	45
St Peter's C of E	30
The Cathedral School of St Saviour & St	30

1.4 Free schools

School	Published admission number ["PAN"]
Galleywall Primary School – A City of London Academy	60
Harris Primary Academy, East Dulwich	60
Harris Primary Free School, Peckham	60
John Keats Primary School	60
Judith Kerr Free School	50
The Belham Primary School	60

1.5 Foundation schools

School	Published admission number ["PAN"]
Charles Dickens	60
Charlotte Sharman	60
Friars	30
Surrey Square	60

¹ These schools have a designated ASD Base. Places at the ASD Base are reserved for children with autism who have a statement of special educational needs or an Education Health and Care Plan, but who may benefit from inclusion in a mainstream school.

² In addition to the 58 places, 2 places are allocated to children accessing the specialist support provided.

³ Admission limit for year 3

Please note, academies, voluntary aided, foundation and free schools may consult separately on their published admission number for 2019/20 which will supersede the information above.

Document C: Southwark secondary schools

Proposed published admission number for September 2019 intake

The tables in this document show the proposed published admission numbers ["PAN"] for all mainstream secondary schools in Southwark for the September 2019 intake

1.1 Academies

School	PAN
Ark All Saints	120
Ark Globe	180
Bacon's College	180
Harris Academy Bermondsey	180
Harris Academy Peckham	180
Harris Boys' Academy East Dulwich	150
Harris Girls' Academy East Dulwich	150
Kingsdale Foundation School	240
Sacred Heart	120
St Michael's Catholic College	150
The Charter School	180
The City of London Academy	240
University Academy of Engineering Southbank	150
Walworth Academy	180

1.2 Voluntary aided schools

School	PAN
St Saviour's & St Olave's School	125
Notre Dame RC Girls' School	124
St Thomas the Apostle College	152

1.3 Free schools

School	PAN
Compass	100
Charter School East Dulwich	180

Please note that academies, voluntary aided and free schools may consult separately on their published admission numbers for 2019/20 which will supersede the information above.

Item No. 12.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Southwark Coordinated Admission Schemes for Primary, Junior and Secondary Admissions 2019	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Millis, Children and Schools	

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

Southwark Council has a statutory responsibility for coordinating school admission applications on behalf of all Southwark residents applying for a place at a primary, junior or secondary maintained school/non maintained state funded school in England. The Council is signed up to the PAN London agreement to deliver this service. This has worked successfully over a number of year and no changes are proposed in this report.

The coordinated admissions schemes have been developed to ensure a fair and transparent system to allocate school places at normal point of entry – Reception class and Year 7. Coordination also ensures that families have a single point of application to schools where up to six preferences may be made on a common application form.

RECOMMENDATIONS

1. That Cabinet notes the Primary (Reception), Junior and Secondary (Year 7) coordinated admission schemes for 2019 admissions were unchanged as they have worked effectively for Southwark residents during the last academic year.
2. That Cabinet agrees the Primary (Reception), Junior and Secondary (Year 7) coordinated admission schemes for 2019 admissions attached as appendix 1, appendix 2 and appendix 3 of this report.

BACKGROUND INFORMATION

3. The coordination of admission arrangements must adhere to the requirements of the School Standards and Framework Act 1998, The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 (as amended) and the School Admissions Code 2014. These arrangements apply to admission authorities of all maintained schools and non-maintained state funded schools.
4. At the Cabinet meeting on 19 March 2013, the Leader of the Council delegated authority to the cabinet member for children's services to agree the secondary and primary admissions schemes for 2015 admissions and onwards where there were no changes made from the previous year. These reports are being presented to Cabinet this year due to proposed changes to the admission arrangements for community primary schools for 2019.

5. The Council is the admissions authority for Southwark community primary schools only and also has a statutory responsibility for coordinating school admission applications on behalf of all Southwark residents applying for a place at a primary, junior or secondary maintained school/non maintained state funded school in England. This includes admissions at normal points of entry, e.g. to primary reception year including Year 3 transfer and secondary Year 7 including 14-19 University Technical College transfer. Arrangements for these coordinated admissions are negotiated and agreed across all 33 London local authorities to form a pan-London admissions scheme.
6. Coordination provides families with a single point of application to schools where up to six preferences may be made on a common application form. The council is also responsible for confirming a single school offer to each child on offer date, which, for the September 2019 intake, is 1 March for Secondary and 16 April for Reception and Junior applications. The exception to this coordinated admissions process would be applications to any new free schools currently being established for September 2019 which are not able to be included in the co-ordinated admissions process which will begin in September 2018. There are currently no new free schools due to open within Southwark with a confirmed opening date of September 2019. If a new free school with an opening date of September 2019 is subsequently confirmed they will be expected to operate a separate application process alongside the Council's co-ordinated primary and secondary admission schemes. This will enable families to submit an expression of interest directly to the schools in addition to listing up to six preferences via Southwark's Primary (Reception) and Secondary (Year 7) coordinated admission schemes. The Council will then work collaboratively with the free school to coordinate the change of offers where families reject an offer received through the coordinated admissions scheme in favour of a place at the new free school. This method worked successfully for Galleywall Primary School and the Charter School East Dulwich which opened in September 2016 and is currently being used for John Keats Primary School which will be opening in September 2018.
7. Local authorities like all other admission authorities must determine their final admission arrangements and coordinated admission schemes (Primary - Reception, Junior and Secondary - Year 7) by 28 February 2018 for September 2019 admissions, and notify the Secretary of State if a coordinated scheme has been secured also by this date.
8. There are no proposed changes to the council's coordinated admission schemes (Primary -Reception, Junior and Secondary -Year 7) for September 2019.

KEY ISSUES FOR CONSIDERATION

Co-ordinated admissions schemes

9. The School Admissions Code 2014 sets out requirements for local authorities to provide a system to enable the efficient admission of pupils to schools at normal point of entry (Reception, Year 3, Year 7 and 14-19 UTC transfer). A co-ordinated admissions scheme for 2019 admissions must be in place with details of how this will operate within each local authority.
10. Coordinated admissions schemes must enable parents in a home local authority to apply to any school in England. The coordinated admission schemes must set out how information will be received, processed and transferred between the

local authority, the applicants, the schools and neighbouring boroughs for Primary (Reception), Junior and Secondary (Year 7). Any offer of a school place must be made by the home local authority.

11. Coordinated admission schemes provide a fair and efficient school admissions process whilst almost entirely eliminating the risk of multiple offers being made to individual families.
12. Local authority officers across London developed the key principles, including a mix of mandatory and optional clauses for each for coordinated scheme to be considered and implemented by individual local authorities. Coordinated admission schemes for Primary (Reception), Junior and Secondary (Year 7) which meet the PAN London requirements are attached respectively as appendices 1, 2 and 3 of this report.
13. The current coordinated admission schemes for Primary (Reception), Junior and Secondary (Year 7) admissions have worked well and enabled successful management of school admissions. No changes have been made to these arrangements other than dates throughout the documents to reflect the 2019 academic year.

Community impact statement

14. The coordinated admissions process is designed to produce fair and equitable access to school places for all children. Allocation of places is delivered through the strict application of admissions and oversubscription criteria of each school through a central PAN London computer. All admission authorities are expected to implement clear admission arrangements that achieve equity and fair access for all pupils in line with the School Admissions Code 2014.
15. Additional support is made available to families who may need support in understanding the application process and selecting schools of their preference through the Southwark Information, Advice and Support Team. This involves a significant amount of outreach support and drop in sessions throughout the year at schools and libraries, some for specific EAL communities with interpreters plus weekly drop in at a Southwark one stop shop. Support is also made available on a one to one basis on request and through referrals from schools and other agencies.
16. Southwark residents have also been supported directly by school admission officers during the application stage of the admissions process. Officers attended an all day surgery every Wednesday (term time only) at the one stop shop in Peckham which was aimed at families requiring additional one to one support. For families without access to a computer or internet at home, Southwark libraries and one stop shops also offered free internet usage with admissions staff on hand to help. The online application system enables a streamlined service to be delivered so officers are able to provide high quality direct assistance to families and advise on the admissions process in person, thus improving the service as a whole and in particular for those families who may have difficulty navigating the admissions system.

Finance implications CAS17/032

17. All costs associated with the admissions process are chargeable to the Schools Budget and are therefore met from the Dedicated Schools Grant (DSG). There are no direct financial implications for the council's revenue budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Director of Law and Democracy**

18. Cabinet is advised that it is enabled to agree the recommendation under matters reserved to full Cabinet in Part 3C of the Council's Constitution.
19. Cabinet is advised that the legal framework surrounding the admissions schemes is set out in the School Standards and Framework Act 1998, the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 (as amended) and the School Admissions Code 2014.
20. Cabinet is reminded of the public sector equality duty under section 149 Equality Act 2010 when making this decision. This requires that, when exercising any of the council's functions, due regard be given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people with protected characteristics and those with none. In particular Cabinet will note the adjustments in place to enable full access to support and information for all communities in Southwark, outlined in the Community Impact Statement.

Strategic Director of Finance and Governance

21. This report seeks approval from Cabinet to the Primary (Reception), Junior and Secondary (Year 7) coordinated admission schemes for 2019 admissions attached as appendix 1, appendix 2 and appendix 3 of this report. Paragraph 16 confirms that the costs associated with the admissions process are met from the Dedicated Schools Grant, and that there is no direct financial implication on the council's revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The School Admissions Code 2014		Glenn Garcia 020 7525 2717
Link: https://www.gov.uk/government/publications/school-admissions-code--2		
The School Standards and Framework Act 1998		Glenn Garcia 020 7525 2717
Link: www.legislation.gov.uk		
School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012		Glenn Garcia 020 7525 2717
Link: www.legislation.gov.uk		

APPENDICES

No.	Title
Appendix 1	Southwark Primary (Reception) Coordinated Admission Scheme for September 2019
Appendix 2	Southwark Junior Coordinated Admission Scheme for September 2019
Appendix 3	Southwark Secondary (Year 7) Coordinated Admission Scheme for September 2019

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Children and Schools	
Lead Officer	David Quirke-Thornton, Strategic Director of Children's and Adults Services	
Report Author	Glenn Garcia, Head of Education Access 0-25	
Version	Final	
Dated	12 January 2018	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
	Director of Law and Democracy	Yes
	Strategic Director of Finance and Governance	Yes
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	12 January 2018

Document D: Pan-London co-ordinated admissions system

Southwark Council's scheme
for co-ordination of admissions
to Reception in maintained
schools and academies in
2019/20

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident
“the LIAAG Address Verification Register”	the document containing the address verification policy of each participating LA
“the Local Admission System (LAS)”	the IT module for administering admissions in each LA and for determining the highest offer both within and between participating LAs
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council

“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
“the Prescribed Day”	the day on which the outcome is emailed to parents/carers. After 5pm on 16 April (primary) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies.

All the numbered sections contained in this scheme are mandatory, except those marked with an which are highly desirable.*

Applications

1. Applications from residents of this LA will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by this LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
2. This LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in a nursery class within a maintained school or academy, either in this LA or any other maintaining LA, is informed how they can access this LA's composite prospectus and apply online. Parents/carers who do not live in this LA will have access to this LA's composite prospectus, which will advise parents/carers to contact their home LA if they are unable to apply online.
3. The admission authorities within this LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within this LA, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.
4. Where supplementary information forms are used by admission authorities in this LA, they will be available on this LA's website. Such forms will advise parents that they must also complete their home LA's Common Application Form. This LA's composite prospectus and website will indicate which schools in this LA require supplementary forms to be completed and where they can be obtained.
5. Where a school in this LA receives a supplementary information form, this LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
6. Applicants will be able to express a preference for up to six maintained primary schools or academies within and/or outside the Home LA.
7. The order of preference given on the Common Application Form will not be revealed to a school within the area of this LA to comply with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in this LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
8. This LA undertakes to carry out the address verification process set out in its entry in the LIAAG Address Verification Register. This will in all cases include validation of resident applicants against this LA's maintained nursery and primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 February 2019**.

9. This LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **5 February 2019**.
10. This LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2019**.

Processing

11. Applicants resident within this LA must return the Common Application Form, which will be available and able to be submitted on-line, to this LA by **15 January 2019**.
12. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of this LA's scheme, will be uploaded to the PLR by **5 February 2019**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
13. This LA shall, in consultation with the admission authorities within this LA's area and within the framework of the Pan-London timetable in Schedule 3B, determine its own timetable (available upon request) for the processing of preference data and the application of published oversubscription criteria.
14. This LA will accept late applications only if they are late for a good reason, deciding each case on its own merits.
15. Where such applications contain preferences for schools in other LAs, this LA will forward the details to maintaining LAs via the PLR as they are received. This LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
16. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **11 February 2019**.
17. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **11 February 2019**, on the basis that an on-time application already exists within the Pan-London system.
18. This LA will participate in the application data checking exercise scheduled between **12 and 26 February 2019** in the Pan-London timetable in Schedule 3B.
19. All preferences for schools within this LA will be considered by the relevant admission authorities without reference to rank order to comply with paragraph 1.9 of the School Admissions Code 2014. When the admission authorities within this LA have provided a list of applicants in criteria order to this LA, this LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]
20. This LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.

21. This LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **21 March 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
22. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved or until **28 March 2019** if this is sooner.
23. This LA will not make an additional offer between the end of the iterative process and the **16 April 2019** which may impact on an offer being made by another participating LA.
24. Notwithstanding paragraph 23, if an error is identified within the allocation of places at a maintained school or academy in this LA, this LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) this LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.
25. This LA will participate in the offer data checking exercise scheduled between **29 March and 10 April 2019** in the Pan-London timetable in Schedule 3B.
26. This LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **11 April 2019**. (33 London LAs & Surrey LA only).

Offers

27. This LA will ensure that, if there are places available, each resident applicant who cannot be offered a preference expressed on the Common Application Form, receives the offer of an alternative school place in accordance with paragraph 2.11 of the Schools Admissions Code 2014. If it is not possible to offer the resident applicant a school they listed as a preference, this LA will offer an alternative place at a school with capacity. This is likely to be the nearest school within this LA to the resident applicant's home which has a vacancy.
28. This LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
29. This LA's outcome email will include the information set out in Schedule 2.
30. This LA will, on **16 April 2019 after 5pm**, send by email notification of the outcome to resident applicants.
31. This LA will provide nursery and primary schools with destination data of its resident applicants by the end of the Summer term 2019.

Post offer

32. This LA will request that resident applicants accept or decline the offer of a place by **2 May 2019**, or within two weeks of the date of any subsequent offer.
33. Where an applicant resident in this LA accepts or declines a place in a school maintained by another LA by **2 May 2019**, this LA will forward the information to the maintaining LA by **10 May 2019**. Where such information is received from applicants after **2 May 2019**, this LA will pass it to the maintaining LA as it is received.
34. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
35. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
36. When acting as a maintaining LA, this LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
37. When acting as a maintaining LA, this LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
38. When acting as a home LA, this LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
39. When acting as a home LA, when this LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
40. When acting as a home LA, when this LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 36 and 37 shall apply to the revised order of preferences.
41. When acting as a maintaining LA, this LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
42. When acting as a maintaining LA, this LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.
43. When acting as a home LA, this LA will continue to co-ordinate admissions beyond offer date and will hold waiting lists for all oversubscribed maintained schools or academies in this LA's area until the end of 31 August 2019. After this date any remaining waiting lists will be returned to the schools or academies. Each child on the waiting list will be ranked in line with the published oversubscription criteria for that school or academy. Looked

after children, previously looked after children and those allocated a place at the school in accordance with a Fair Access Protocol, must take precedence over those on a waiting list.

SCHEDULE 1

Minimum content of common application form for admissions to Reception in 2019/20**Child's details:**

Surname

Forename(s)

Middle name(s)

Date of Birth

Gender

Home address

Name of current school

Address of current school (if outside home LA)

Parent's details:

Title

Surname

Forename

Address (if different to child's address)

Telephone Number (Home, Daytime, Mobile)

Email address

Relationship to child

Preference details (x 6 recommended):

Name of school

Address of school

Preference ranking

Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)

Does the child have an Education, Health and Care Plan Y/N*

Is the child a 'Child Looked After (CLA)'? Y/N

Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order or 'Special Guardianship Order'?
Y/N

If yes, name of responsible local authority

Surname of sibling

Forename of sibling

DOB of sibling

Gender of sibling

Name of school sibling attends

Other:

Signature of parent or guardian

Date of signature

*Where an LA decides not to request this information on the CAF, it must guarantee that no details of a child with an Education, Health and Care Plan will be sent via the PLR.

SCHEDULE 2

Template outcome letter (sent by email) for admissions to Reception in 2019/20

From: Home LA

Date: 16 April 2019

Dear Parent/Carer,

Application for a Primary School

I am writing to let you know the outcome of your application for a primary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm if you do not wish to accept the place **by 30 April 2019**. You will also need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

Your child's name has been placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact the admission authority or the borough in which the school is situated.

If you have any questions about this letter, please contact me on _____.

Yours sincerely

(First preference offer letters should include the paragraphs in italics only)

SCHEDULE 3B

Timetable for admissions to Reception in 2019/20

Tues 15 Jan 2019	Statutory deadline for receipt of applications
Tues 5 Feb 2019	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
Mon 11 Feb 2019	Deadline for the upload of late applications to the PLR.
Tues 12 – Tues 26 Feb 2019	Checking of application data
Thurs 21 Mar 2019	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).
Thur 28 Mar 2019	Final ALT file to PLR
Tues 29 Mar - Wed 10 Apr 2019	Checking of offer data
Thurs 11 Apr 2019	Deadline for on-line ALT file to portal
Tues 16 April 2019	Offer letters posted.
Tues 30 April 2019	Deadline for receipt of acceptances
Tues 7 May 2019	Deadline for transfer of acceptances to maintaining LAs

Document E: Pan-London co-ordinated admissions system

Southwark Council's scheme
for co-ordination of admissions
to Junior in maintained schools
and academies in 2019/20

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident
“the LIAAG Address Verification Register”	the document containing the address verification policy of each participating LA
“the Local Admission System (LAS)”	the IT module for administering admissions in each LA and for determining the highest offer both within and between participating LAs
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council

“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
“the Prescribed Day”	the day on which the outcome is emailed to parents/carers. After 5pm on 16 April (junior) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies.

All the numbered sections contained in this scheme are mandatory, except those marked with an which are highly desirable.*

Applications

1. Applications from residents of this LA will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by this LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
2. This LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in a nursery class within a maintained school or academy, either in this LA or any other maintaining LA, is informed how they can access this LA's composite prospectus and apply online. Parents/carers who do not live in this LA will have access to this LA's composite prospectus, which will advise parents/carers to contact their home LA if they are unable to apply online.
3. The admission authorities within this LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within this LA, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.
4. Where supplementary information forms are used by admission authorities in this LA, they will be available on this LA's website. Such forms will advise parents that they must also complete their home LA's Common Application Form. This LA's composite prospectus and website will indicate which schools in this LA require supplementary forms to be completed and where they can be obtained.
5. Where a school in this LA receives a supplementary information form, this LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
6. Applicants will be able to express a preference for up to six maintained primary schools or academies within and/or outside the Home LA.
7. The order of preference given on the Common Application Form will not be revealed to a school within the area of this LA to comply with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in this LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
8. This LA undertakes to carry out the address verification process set out in its entry in the LIAAG Address Verification Register. This will in all cases include validation of resident applicants against this LA's maintained nursery and primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 February 2019**.

9. This LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **5 February 2019**.
10. This LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2019**.

Processing

11. Applicants resident within this LA must return the Common Application Form, which will be available and able to be submitted on-line, to this LA by **15 January 2019**.
12. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of this LA's scheme, will be uploaded to the PLR by **5 February 2019**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
13. This LA shall, in consultation with the admission authorities within this LA's area and within the framework of the Pan-London timetable in Schedule 3B, determine its own timetable (available upon request) for the processing of preference data and the application of published oversubscription criteria.
14. This LA will accept late applications only if they are late for a good reason, deciding each case on its own merits.
15. Where such applications contain preferences for schools in other LAs, this LA will forward the details to maintaining LAs via the PLR as they are received. This LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
16. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **11 February 2019**.
17. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **11 February 2019**, on the basis that an on-time application already exists within the Pan-London system.
18. This LA will participate in the application data checking exercise scheduled between **12 and 26 February 2019** in the Pan-London timetable in Schedule 3B.
19. All preferences for schools within this LA will be considered by the relevant admission authorities without reference to rank order to comply with paragraph 1.9 of the School Admissions Code 2014. When the admission authorities within this LA have provided a list of applicants in criteria order to this LA, this LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]
20. This LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.

21. This LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **21 March 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
22. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved or until **21 March 2019** if this is sooner.
23. This LA will not make an additional offer between the end of the iterative process and the **16 April 2019** which may impact on an offer being made by another participating LA.
24. Notwithstanding paragraph 23, if an error is identified within the allocation of places at a maintained school or academy in this LA, this LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) this LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.
25. This LA will participate in the offer data checking exercise scheduled between **29 March and 10 April 2019** in the Pan-London timetable in Schedule 3B.
26. This LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **11 April 2019**. (33 London LAs & Surrey LA only).

Offers

27. This LA will ensure that, if there are places available, each resident applicant who cannot be offered a preference expressed on the Common Application Form, receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code 2014. If it is not possible to offer the resident applicant a school they listed as a preference, this LA will offer an alternative place at a school with capacity. This is likely to be the nearest school within this LA to the resident applicant's home which has a vacancy.
28. This LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
29. This LA's outcome email will include the information set out in Schedule 2.
30. This LA will, after **5pm on 16 April 2019**, send by email notification of the outcome to resident applicants.
31. This LA will provide nursery and primary schools with destination data of its resident applicants by the end of the Summer term 2019.

Post offer

32. This LA will request that resident applicants accept or decline the offer of a place by **2 May 2019**, or within two weeks of the date of any subsequent offer.
33. Where an applicant resident in this LA accepts or declines a place in a school maintained by another LA by **2 May 2019**, this LA will forward the information to the maintaining LA by **10 May 2019**. Where such information is received from applicants after **2 May 2019**, this LA will pass it to the maintaining LA as it is received.
34. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
35. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
36. When acting as a maintaining LA, this LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
37. When acting as a maintaining LA, this LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
38. When acting as a home LA, this LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
39. When acting as a home LA, when this LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
40. When acting as a home LA, when this LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 36 and 37 shall apply to the revised order of preferences.
41. When acting as a maintaining LA, this LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
42. When acting as a maintaining LA, this LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.
43. When acting as a home LA, this LA will continue to co-ordinate admissions beyond offer date and will hold waiting lists for all oversubscribed maintained schools or academies in this LA's area until the end of 31 August 2019. After this date any remaining waiting lists will be returned to the schools or academies. Each child on the waiting list will be ranked in line with the published oversubscription criteria for that school or academy. Looked

after children, previously looked after children and those allocated a place at the school in accordance with a Fair Access Protocol, must take precedence over those on a waiting list.

SCHEDULE 1

Minimum content of common application form for admissions to Reception in 2019/20

Child's details:

Surname

Forename(s)

Middle name(s)

Date of Birth

Gender

Home address

Name of current school

Address of current school (if outside home LA)

Parent's details:

Title

Surname

Forename

Address (if different to child's address)

Telephone Number (Home, Daytime, Mobile)

Email address

Relationship to child

Preference details (x 6 recommended):

Name of school

Address of school

Preference ranking

Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)

Does the child have an Education, Health and Care Plan Y/N*

Is the child a 'Child Looked After (CLA)'? Y/N

Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order or 'Special Guardianship Order'? Y/N

If yes, name of responsible local authority

Surname of sibling

Forename of sibling

DOB of sibling

Gender of sibling

Name of school sibling attends

Other:

Signature of parent or guardian

Date of signature

*Where an LA decides not to request this information on the CAF, it must guarantee that no details of a child with an Education, Health and Care Plan will be sent via the PLR.

SCHEDULE 2

Template outcome letter (sent by email) for admissions to Junior in 2019/20

From: Home LA

Date: 16 April 2019

Dear Parent/Carer,

Application for a Junior School

I am writing to let you know the outcome of your application for a junior school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm if you do not wish to accept the place **by 30 April 2019**. You will also need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

Your child's name has been placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact the admission authority or the borough in which the school is situated.

If you have any questions about this letter, please contact me on _____.

Yours sincerely

(First preference offer letters should include the paragraphs in italics only)

SCHEDULE 3B

Timetable for admissions to Junior in 2019/20

Tues 15 Jan 2019	Statutory deadline for receipt of applications
Tues 5 Feb 2019	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
Mon 11 Feb 2019	Deadline for the upload of late applications to the PLR.
Tues 12 – Tues 26 Feb 2019	Checking of application data
Thurs 21 Mar 2019	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).
Thur 28 Mar 2019	Final ALT file to PLR
Tues 29 Mar - Wed 10 Apr 2019	Checking of offer data
Thurs 11 Apr 2019	Deadline for on-line ALT file to portal
Tues 16 April 2019	Offer letters posted.
Tues 30 April 2019	Deadline for receipt of acceptances
Tues 7 May 2019	Deadline for transfer of acceptances to maintaining LAs

Document F: Pan-London co-ordinated admissions system

Southwark Council's scheme
for co-ordination of admissions
to Year 7 in maintained
schools and academies in
2019/20

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident
“the LIAAG Address Verification Register”	the document containing the address verification policy of each participating LA
“the Local Admission System (LAS)”	the IT module for administering admissions in each LA and for determining the highest offer both within and between participating LAs
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council

“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
“the Prescribed Day”	the day on which the outcome is emailed to parents/carers. After 5pm on 1 March (secondary) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies.

All the numbered sections contained in this scheme are mandatory, except those marked with an which are highly desirable.*

Applications

1. This LA will advise home LAs of their resident pupils on the roll of this LA's maintained primary schools and academies who are eligible to transfer to secondary school in the forthcoming academic year.
2. Applications from residents of this LA will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by this LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
3. This LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in their last year of primary education within a maintained school or academy, either in this LA or any other maintaining LA, is informed how they can access this LA's composite prospectus and apply online. Parents/carers who do not live in this LA will have access to this LA's composite prospectus, which will advise parents/carers to contact their home LA if they are unable to apply online.
4. The admission authorities within this LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within this LA, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.
5. Where supplementary information forms are used by admission authorities in this LA, they will be available on this LA's website. Such forms will advise parents that they must also complete their home LA's Common Application Form. This LA's composite prospectus and website will indicate which schools in this LA require supplementary forms to be completed and where they can be obtained.
6. Where an admission authority in this LA receives a supplementary information form, this LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
7. *Applicants will be able to express a preference for six maintained secondary schools or Academies within and/or outside the Home LA.
8. The order of preference given on the Common Application Form will not be revealed to a school within the area of this LA. This is to comply with paragraph 1.9 of the School Admissions Code 2014 which states that admission authorities must not give extra priority to children whose parents rank preferred schools in a particular order, including 'first preference first' arrangements. However, where a parent resident in this LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.

9. This LA undertakes to carry out the address verification process as set out in its entry in LIAAG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 December 2018**.
10. This LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **13 November 2018**.
11. This LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **13 November 2018**.

Processing

12. Applicants resident within this LA must return the Common Application Form, which will be available and able to be submitted on-line, to this LA by **31 October 2018**. However, this LA will publish information which encourages applicants to submit their application by **19 October 2018 (i.e. the Friday before half term)**, to allow it sufficient time to process and check all applications before the mandatory date when data must be sent to the PLR.
13. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of this LA's scheme, will be uploaded to the PLR by **13 November 2018**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
14. This LA shall, in consultation with the admission authorities within this LA's area and within the framework of the Pan-London timetable in Schedule 3B, determine its own timetable (available upon request) for the processing of preference data and the application of published oversubscription criteria.
15. This LA will accept late applications only if they are late for a good reason, deciding each case on its own merits.
16. Where such applications contain preferences for schools in other LAs, this LA will forward the details to maintaining LAs via the PLR as they are received. This LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
17. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **12 December 2018**.
18. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **12 December 2018**, on the basis that an on-time application already exists within the Pan-London system.
19. This LA will participate in the application data checking exercise scheduled between **13 December 2018 and 2 January 2019** in the Pan-London timetable in Schedule 3A.

20. All preferences for schools within this LA will be considered by the relevant admission authorities without reference to rank order to comply with paragraph 1.9 of the School Admissions Code 2014. When the admission authorities within this LA have provided a list of applicants in criteria order to this LA, this LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]
21. This LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
22. This LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **1 February 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
23. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved or until **14 February 2019** if this is sooner.
24. This LA will not make an additional offer between the end of the iterative process and **1 March 2019** which may impact on an offer being made by another participating LA.
25. Notwithstanding paragraph 24, if an error is identified within the allocation of places at a maintained school or academy in this LA, this LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) this LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.
26. This LA will participate in the offer data checking exercise scheduled between **15 and 22 February 2019** in the Pan-London timetable in Schedule 3A.
27. This LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **22 February 2019**. (33 London LAs & Surrey LA only).

Offers

28. This LA will ensure that, if there are places available, each resident applicant who cannot be offered a preference expressed on the Common Application Form receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code 2014. If it is not possible to offer the resident applicant a school they listed as a preference, this LA will offer an alternative place at a school with capacity. This is likely to be the nearest school within this LA to the resident applicant's home which has a vacancy.
29. This LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

30. This LA's outcome email will include the information set out in Schedule 2.
31. After **5pm on 1 March 2019**, this LA will send by email notification of the outcome to resident applicants.
32. This LA will provide primary schools with destination data of its resident applicants by the end of the Summer term 2018.

Post offer

33. This LA will request that resident applicants accept or decline the offer of a place by **15 March 2019**, or within two weeks of the date of any subsequent offer.
34. Where an applicant resident in this LA accepts or declines a place in a school within the area of another LA by **15 March 2019**, this LA will forward the information to the maintaining LA by **22 March 2019**. Where such information is received from applicants after **15 March 2019**, this LA will pass it to the maintaining LA as it is received.
35. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
36. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
37. When acting as a maintaining LA, this LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
38. When acting as a maintaining LA, this LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
39. When acting as a home LA, this LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
40. When acting as a home LA, when this LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
41. When acting as a home LA, when this LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 37 and 38 shall apply to the revised order of preferences.

42. When acting as a maintaining LA, this LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
43. When acting as a maintaining LA, this LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.
44. When acting as a home LA, this LA will continue to co-ordinate admissions beyond offer date and will hold waiting lists for all oversubscribed maintained schools or academies in this LA's area until the end of 31 August 2019. After this date any remaining waiting lists will be returned to the schools or academies. Each child on the waiting list will be ranked in line with the published oversubscription criteria for that school or academy. Looked after children, previously looked after children and those allocated a place at the school in accordance with a Fair Access Protocol, must take precedence over those on a waiting list.

SCHEDULE 1

Minimum content of common application form for admissions to Year 7 in 2019/20

Child's details:

Surname

Forename(s)

Middle name(s)

Date of Birth

Gender

Home address

Name of current school

Address of current school (if outside home LA)

Parent's details:

Title

Surname

Forename

Address (if different to child's address)

Telephone Number (Home, Daytime, Mobile)

Email address

Relationship to child

Preference details (x 6 recommended):

Name of school

Address of school

Preference ranking

Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)

Does the child have an Education, Health and Care Plan Y/N*

Is the child a 'Child Looked After (CLA)'? Y/N

Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order or 'Special Guardianship Order'? Y/N

If yes, name of responsible local authority

Surname of sibling

Forename of sibling

DOB of sibling

Gender of sibling

Name of school sibling attends

Other:

Signature of parent or guardian

Date of signature

*Where an LA decides not to request this information on the CAF, it must guarantee that no details of a child with an Education, Health and Care Plan will be sent via the PLR.

SCHEDULE 2

Template outcome letter (sent by email) for admissions to Year 7 in 2019/20

From: Home LA

Date: **1 March 2019**

Dear Parent/Carer,

Application for a Secondary School

I am writing to let you know the outcome of your application for a secondary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants had a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm if you do not wish to accept the place **by 15 March 2019**. You will also need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

Your child's name has been placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact the admission authority or the borough in which the school is situated.

If you have any questions about this letter, please contact me on _____.

Yours sincerely

(First preference offer letters should include the paragraphs in italics only)

SCHEDULE 3A

Timetable for admissions to Year 7 in 2019/20

 @lb_southwark  facebook.com/southwarkcouncil

Fri 19 Oct 2018	Published closing date (Friday before half-term)
Wed 31 Oct 2018	Statutory deadline for receipt of applications
Tues 13 Nov 2018	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
Wed 12 Dec 2018	Deadline for the upload of late applications to the PLR
Thurs 13 Dec 2018 –	Checking of application data
Wed 2 Jan 2019	
Fri 1 Feb 2019	Deadline for the transfer of potential offer information from Maintaining LAs to the PLR (ALT file)
Thu 14 Feb 2019	Final ALT file to PLR
Fri 15 – Fri 22 Feb 2019	Checking of offer data
Mon 25 Feb 2019	Deadline for on-line ALT file to portal
Fri 1 Mar 2019	Offer letters posted.
Fri 15 Mar 2019	Deadline for return of acceptances
Fri 22 Mar 2019	Deadline for transfer of acceptances to maintaining LAs

Item No. 13.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Ledbury Estate – Next Steps	
Ward(s) or groups affected:		Livesey	
Cabinet Member :		Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	

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

In December, Cabinet received a report on the structure of the four towers on the Ledbury Estate that was received from Arup on 20 November 2017. The report highlighted that the structure of the buildings are in good condition and meet wind loading requirements but in order to prevent the risk of disproportionate collapse, strengthening works are required.

The report advised that a Resident Project Team had been established and they are working with officers on the scope of works required and the options on which the council will consult with residents on in respect of the future of their homes.

Cabinet asked for a further report to set out the dates for future meetings that the Resident Project Group has agreed and an update on the outcome of these meetings. This report sets out the dates that the Resident Project Group has agreed so far and the decisions they have made to date in respect of the scope of works.

RECOMMENDATIONS

That cabinet:

1. Notes the content of this report.
2. Notes the dates of the key stages that the Ledbury Project Team have agreed so far; and
3. Receives a further report setting out the outcome of the resident consultation on the options appraisal process.

BACKGROUND INFORMATION

4. A Resident Project Group has been established on the Ledbury Estate to work with Officers on dealing with the recommendations of the Arup report called "Ledbury Estate: Structural Assessment of Bromyard, Peterchurch, Sarnsfield and Skenfrith House" dated 20 November 2017.
5. The Resident Project Group are meeting on a monthly basis and at their last meeting on 5 December 2017, they considered a report on the two different draft key stage options that were available.
6. The difference in the two options centred on the appointment of Cost

Consultants. The first option was that the existing consultants engaged by Southwark Council could be used; the second option was to appoint a separate consultant altogether. The Resident Project Group agreed with the first option, as this meant that there would be no need to carry out a procurement exercise which could delay the project by up to three months.

KEY STAGES

7. The Resident Project Group met on 5 December 2017 and agreed with the first option of using the existing Cost Consultants that Southwark Council has available and approval of this appointment was sought via an Order issued to the Costs Consultants under their current contract.
8. They then went on to consider the draft key stages that were reported to the cabinet on 12 December 2017 and have subsequently agreed the following timetable:
 - a. **Tuesday 16 January 2018**
Resident Project Group to meet to agree the scope of the works to be costed and finalise how residents are to be engaged in the consultation process. The meeting will also agree the brief for the Independent Consultant for the options appraisal and decide which of their members join the appointment panel.
 - b. **Monday 22 January 2018 to Friday 2 February 2018**
Consultation with residents on the draft scope of works to include a public meeting. The outcome of the consultation will then be reported to the Cabinet.
 - c. **Tuesday 6 February 2018**
Resident Project Group to consider the results of the consultation and agree the final scope of works document for the Cost Consultant to work on. The meeting to receive an update from the Appointment Panel on progress in selecting an Independent Consultant for the options appraisal.
 - d. **Tuesday 6 March 2018**
Resident Project Group to meet to receive an update on the appointment of the Independent Consultant for the options appraisal and review the January resident consultation exercise to see how successful it was and whether their needs to be changes to the consultation on the options.
9. The Appointment panel will comprise representatives from the Resident Project Group, Officers from the Ledbury Team and the Major works Team and the Cabinet Member for housing.
10. The dates for the following steps have still to be finalised and they will be agreed once the Independent Consultant has been appointed to carry out the option appraisal:
 - a. Appointment of the Independent Consultant for the Options appraisal.
 - b. Resident Project Team to meet to receive an update from the Independent Consultant for the options appraisal and to discuss and agree the final format of resident consultation on the options.

- c. Resident Project Team to meet to consider the draft report on the options produced by the Independent Consultant and consider the options to be put to residents.
- d. Resident Consultation on the options.
- e. Report to Cabinet on the Officers recommendations, the results of the resident consultation and the wider impact on Southwark's Housing Strategy.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

11. The report asks cabinet to note proposed dates of key stages following consideration of a report presented to cabinet on 12 December 2017 setting out the way forward following receipt of the Arup structural survey report on the buildings comprising the Ledbury Estate tower blocks.
12. The report refers to proposed consultation with residents. Section 105 of the Housing Act 1985 requires the Council to consult with those of its secure tenants likely to be substantially affected as a whole or as a group by a matter of housing management which, in the council's opinion as landlord represent a new programme of maintenance, improvement or demolition, or a change in the policy or practice of the council.
13. To meet legal requirements consultation must be undertaken when proposals are still at a formative stage. The consultation must include sufficient reasons for the proposals to allow interested parties the opportunity to consider the proposals and formulate a response; it must allow adequate time for interested parties to consider proposals and formulate their response and the outcome of consultation must be conscientiously taken into account when the ultimate decision is taken on the proposals. The consultation strategy should be reviewed at key stages of development of the proposals.
14. The public sector Equality Duty, in section 149 of the Equality Act 2010, requires the council to consider all individuals when carrying out their functions; this includes delivering services and in relation to their own employees. It require public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. Officers will need to bear the duty in mind during the consultation process and when formulating recommendations to cabinet for final decision making; members must have due regard to the duty when the matter is referred back to cabinet following consultation.
15. The report highlights procurement options that may need to be considered to satisfy the council's standing orders (CSOs) and EU Regulations, if applicable. Officers from legal services will provide legal advice in relation to any appointments to be made which result in procurement implications and the necessary approval sought in gateway reports when needed.

Strategic Director of Finance and Governance (H&M17/092)

16. The strategic director of finance and governance notes the contents of the report

and the timetable for the key stages of the next steps. There are no costs arising directly from this report. Critical to moving this forward is the appointment of independent consultants in February to undertake the options appraisal which will inform subsequent decision making. All costs associated with the Ledbury Estate are currently being met from contingency sums within the Housing Revenue Account (HRA) and the Housing Investment Programme (HIP).

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Cryan, Deputy Leader and Cabinet Member for Housing	
Lead Officer	Strategic Director Housing & Modernisation	
Report Author	Mike Tyrrell, Director of Ledbury Estate	
Version	Final	
Dated	15 January 2018	
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
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	15 January 2018	

Item No. 14.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Gateway 0 – Facilities Management Contract for the Council’s Operational 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 management of the council’s operational estate is currently delivered through a combination of two large outsourced contracts and a mixed model of in-house service delivery across our many buildings. With our two large FM contracts both expiring in 2020, this is an opportune moment to consider how best to deliver these services in the future.

To this end officers have undertaken a strategic service review and we are recommending that in the future we let a single total FM contract, but that we also take this opportunity to insource a number of services including pest control and reception services at Queens Road.

In line with the recommendations of Overview & Scrutiny Committee and the Fairer Future Procurement Strategy, we fully considered the option to fully insource FM services, but have concluded that at this time our direct labour organisation, SBS, needs to focus on the insourcing of housing repairs, the delivery of an excellent repairs service for our council tenants and the opportunities to generate income in the residential repairs and maintenance sector

RECOMMENDATION

1. That the cabinet notes this Strategic Options Assessment for delivery of a facilities management (FM) contract for the council’s operational estate and approves the recommended strategic delivery option proposed in paragraph 36.

BACKGROUND INFORMATION

2. The vision statement for the Corporate Facilities Management (CFM) team is, ‘CFM aim to provide a reliable, consistent and proactive FM service to ensure our employees and the public have clean, safe and welcoming operational buildings provided by the council. We strive to provide our customers with services that are value for money’.
3. The service provides hard FM (planned preventative maintenance, reactive maintenance and statutory compliance such as fire and water risk assessments) and soft FM (cleaning, pest control, security, confidential waste, post and vending services) to all core operational non-residential buildings within the borough.

4. There are currently two suppliers providing FM services to Southwark Council, Interserve (Facilities Management) Limited (Interserve) and Kier Facilities Services Ltd (Kier).
5. Following a competitive procurement process and subsequent approval of the Gateway 2 on 23 October 2012, Interserve was appointed to provide a Total Facilities Management (TFM) solution (hard and soft FM services) on behalf of Tooley Street, Queens Road and other principal buildings within the estate. The contract was awarded for a period of five years, with an option to extend for a further two years and has a current total estimated value of £45,900,000. The soft FM services were split into 'bundles' which provided the council with the opportunity to retain some of the services in-house (post room, reception and event management services).
6. Interserve's contract went live in February 2013 and following approval of a Gateway 3 on 19 September 2017, was recently extended and is due to expire in January 2020. Throughout the contract's duration Interserve's services have been extended (within the parameters of the contract) to include up to 50 core operational buildings within the borough, making a total spend of £6.5 million for the 2016-17 financial year.
7. Following approval of the Gateway 2 on 12 February 2016, Kier was appointed to provide consolidated repairs and maintenance services for the council's operational estate. Kier's contract went live in June 2016, was awarded for a period of four years and is due to expire in June 2020. There is an option to extend the contract for a further two years; however, to enable the council to deliver their required objectives, the contract will not be extended to allow both the Interserve and Kier contracts to co-terminate in 2020. This contract followed a separate competitive procurement process to rationalise the council's supplier base from 30 suppliers for hard FM services to a single supplier. This increased efficiencies and economies of scale across the estate and formalised the contractual agreements for required services.
8. Kier's contract provides technical services support (hard FM) to 50 core operational buildings, along with a compliance risk assessment service to a further 90 buildings. In addition, Kier operate the single 24/7 helpdesk where all job requests are raised and managed from their office based in Basingstoke.
9. The remaining 339 non residential buildings (schools and tenants halls etc.) and 840 commercial buildings, which do not require a fully managed service, can access the Kier agreement on a call-off basis as and when they require services offered as part of the contract.
10. The council's contracts with Interserve and Kier have multiple maintenance strategies and key performance indicators (KPI's). This paper explores options to streamline and improve the user experience of using the FM contracts for both the CFM team and end users within the council.
11. The CFM team have undertaken a review of the current service and are developing a new and refined operating model that will deliver streamlined and efficient FM support to the operational estate in line with the procurement strategy post 2020.

12. The matrix contained within Appendix 1 – ‘Overview of Current Services’ provides an overview of the current contracts, along with suggestions of potential services to be included within the scope of the new contract.

KEY ISSUES FOR CONSIDERATION

Future service requirements and outcomes

13. CFM’s future requirements will remain largely the same as they are currently provided where the buildings continue to operate in the same capacity. This means that the future contracts for services listed in Appendix 1 are likely to have an estimated annual value of around £7.5 million.
14. The key objectives for the future contract will be the move to centralise the services provided to the core operational buildings, whilst also providing a comprehensive compliance risk assessment programme to the remaining non-residential buildings. The reasons and benefits for this are as follows:
- a) Simplified operating model
Streamlining this contract and improving the operational model, will negate the need to duplicate effort by the CFM contracts team and will provide end users within the council with clarity of service.
 - b) Ownership and responsibility of compliance is clear
A centralised service will enable CFM to manage the risk assessment programme for all core and non-core operational buildings effectively.
 - c) Commercial viability for the market
Combining all of the services will make the FM contract more attractive to the market. This will increase economies of scale, avoid duplication of services (by having one point of contact) and simplify the delivery model. The anticipated cost of planned and reactive work is expected to be circa £7.5m per year, with an additional anticipated spend of £5m per year on the capital investment programme.
 - d) Value for money through economies of scale
Combining services should enable a reduction of spend per service through a competitive tender, and the resultant reduced management requirements and centralised budgets should allow CFM to operate with a reduced headcount. Consideration will be given to cross divisional working with asset management, schools and property. This would not only provide greater economies of scale enabling further savings to be made, but it would also promote best practice across different divisions. More information on the scope of cross division departmental working will be provided in the Gateway 1.
 - e) In-house services
Further review will enable the council to identify any services which would benefit from being brought back in-house. This would require closer partnership working between CFM, Southwark Building Services (SBS), property and asset management teams to share best practice and utilise mutually beneficial agreements/contracts where possible.

- f) Enables digitisation of contact centre
Through the provision of improved web enabled technology, the CFM team could benefit from a high-tech digital online reporting system (similar to Hornbill for IT).
- g) Improved customer experience
The service would be simplified for the customer, with very clear service level agreements and CFM having end to end responsibility for core operational buildings, supported by a single contact centre.

Strategic service delivery options and assessment

- 15. Detailed below are the main options available to the council when looking to provide CFM services.
- 16. **Option 1 – Procure a single Facilities Management Service (Preferred Option)**
Due to the value of the new FM contract being over the EU Services threshold of £164,176 it is subject to the EU Procurement Regulations and therefore an OJEU compliant procurement procedure is required to be followed. The council could therefore undertake a competitive procurement process via either an OJEU restricted procurement or through a competitively tendered framework to appoint a single supplier to provide a TFM service to manage all of the requirements for the council's core operational buildings.
- 17. Advantages
 - a) Provides a more robust and streamlined service to council employees
 - b) Eliminates duplication and promotes economies of scale within the contract
 - c) Will improve the quality of the service provision and allow CFM to improve its internal operational model, therefore providing a value for money service to the council
 - d) The successful supplier will be encouraged to use local suppliers and Small Medium Enterprises (SME) in the delivery of the service. The supplier will also be required to provide evidence of their use, as part of the service reviews
 - e) The successful supplier will be required to employ and provide evidence at the service reviews that one apprentice per £m of contract price is engaged as a minimum on the contract.
- 18. Disadvantages
 - a) Savings cannot be delivered early in the contract as the suppliers will front load costs to cover their protection and market vagaries.
 - b) Only having one supplier could impact on the service delivery if the supplier failed to perform. A mutually beneficial relationship and robust KPIs are required to be established to enable innovation and cost reductions, failure to achieve this could have an adverse effect on the contract.
- 19. **Option 2 – Create a FM SIAM (Service Integration and Management) Model**
Create multiple FM contracts split by services (e.g. a contract for cleaning, another for security), with an in-house CFM management layer. This would be similar to a SIAM model adopted by the IT sector.

20. Advantages

- a) This would create more opportunities for local SME's due to the market share being widened.
- b) Would allow more specialist providers to apply to individual services which could improve overall quality of service.

21. Disadvantages

- a) This moves away from the CFM strategy to provide a lean, streamlined service. It would create multiple contracts for CFM to manage, which would require additional resource to be employed.
- b) CFM would be required to remodel the current structure in order to create an intelligent client function to enable the delivery of this model. This would also go against the strategy CFM have been pursuing over the last 5 years of consolidating contracts and suppliers to gain better value for the council in a low-margin industry where economies of scale are key.
- c) This would cause confusion to end users due to moving from 2 suppliers to multiple suppliers.

22. **Option 3 – In-source FM Services**

CFM have identified some services that could be brought in-house as part of any new service arrangement and have considered aligning with Southwark Building Services (SBS) however, Facilities Management services are complex and require multiple trades to maintain and manage buildings, the services considered are shown below with Appendix 1 outlining remaining FM services.

23. Following careful analysis and consideration, the following services were considered as viable for in-sourcing:

- Building Management (Queens Road)
- Mail porters (Queens Road)
- Reception (Queens Road)
- Pest control

24. Advantages

- a) There would be a direct relationship with the team providing the services and therefore greater influence on performance
- b) There would be improved communication and a standardised approach to delivering the contract
- c) There is opportunity to align Queens Road with the Tooley Street model earlier than 2020

25. Disadvantages

- a) Low margin commodity service that is not the council's core business. A lot of effort would be required to deliver services to the required standard, and could result in very little return. The cost to deliver could potentially be higher than an outsourced model.
- b) The additional risk assessment programme is considered too onerous for the asset management team and with the increase in volume would require additional resource and specialist training.
- c) SBS specialise in reactive repairs to a large number of residential properties, these are fundamentally different to the repairs and maintenance regime that is required across the non-housing and commercial estate.

- d) CFM would be required to recruit additional staff to ensure that this model could be delivered successfully. However, the skillset required would be difficult to source and retain in-house.
- e) The internal (and other associated) costs of bringing staff in-house would be significant for a contract of this size. Some of the services (e.g. compliance) would require the council to increase their insurance contribution.
- f) There would be a large increase in full time equivalent (FTE) with 233 Interserve employees and 11 Kier employees likely to be subject to a TUPE transfer to the council.

Service	Ongoing Cost (per year)
Interserve and Kier service provision	£7,500,000
4 x Senior Managers (Grade 12, mid-point including internal costs)	£236,000
Total	£7,736,000

26. **Option 4 – Extend current contracts**

Extend the current contracts with the incumbent suppliers.

27. **Advantages**

- a) The current suppliers have knowledge and experience of the council's policies and procedures and have been working with the council to improve services and will continue to deliver these services until the contracts expire in 2020.

28. **Disadvantages**

- a) The Interserve contract is subject to the Public Contracts Regulations 2015 (due to the value) and cannot be extended any further than 2020. To do so would amount to awarding a fresh contract without competition, in breach of the procurement rules.
- b) There is no obligation for Interserve to extend the contract using the existing terms and conditions, and therefore there is no guarantee that any further extension would be financially viable.
- c) Currently there is duplication as both suppliers provide similar services and therefore there is likely to be continued confusion for end users.

29. **Option 5 – Shared Service Delivery**

Work collaboratively with neighbouring councils to enter into a shared service arrangement to procure a TFM contract.

30. **Advantages**

- a) Promote shared best practice, standardising processes and procedures
- b) Drive economies of scale due to the value of the contract

31. **Disadvantages**

- a) This is not considered viable due to the market not being mature enough to successfully deliver a combined TFM contract. Recent experience shows London councils shared service arrangement being overly complex and challenging for all parties
- b) The services incorporated within a TFM contract are not the typical transactional / back office services that are often included within a shared service contract and therefore would not be a suitable model for the council to adopt

- c) Currently, there isn't a suitable shared service contract for the council to join
- d) Undertaking a collaborative procurement with neighbouring councils would increase the timelines significantly and would therefore require the current contracts to be extended.

Market considerations

- 32. There are many FM suppliers in the market that could deliver specific parts of this contract; however this contract would only be suitable to larger suppliers that would have the resource capacity, capability and experience to deliver a contract of this nature. By undertaking an OJEU restricted procedure, the council would be inundated with expressions of interest from new entrants to the market and suppliers attempting to increase their market share. Due to the complexity and nature of this contract, it is essential that for the success of this contract the appointed supplier is experienced in delivering a contract of this size and complexity.
- 33. The CCS framework agreement used for the current contract was awarded to the ten main suppliers within the market. The new CCS framework agreement (expected to be available from September 2018) has been extensively consulted on by users of the current framework to iron out inefficiencies, and is considered by the market place as the best option to procure these services. The framework is expected to have more robust service deliverables (including more suitable SLA's and KPI's); the specification (and associated documentation) has been reviewed by multiple end users and government agencies. This is likely to be the council's preferred method of procurement; however this will be discussed in detail in the Gateway 1 report.
- 34. The TFM model methodology for delivering FM services is considered by specialist contractors, end users and suppliers to be a robust tool for support operators.

Policy Implications

- 35. The theme of "Valuing the environment" will be increasingly supported through the provision of the new FM service delivery platform and effective strategic management of FM. Supported policies include "Southwark Cleaner Safer" and the "Sustainable Community Strategy".

Recommended Strategic Delivery Option

- 36. Based upon the information and details outlined above, the recommended strategic delivery options are;
 - a. to procure a TFM Service and award to a single contract to a FM supplier for core operational buildings (as set out in Option 1, paragraph 16).
 - b. To bring services in-house where the council have the experience and capacity to provide quality services. This will result in the following services being retained / brought in-house;

• Post Room (Tooley Street)	Retained in-house
• Reception (Tooley Street)	Retained in-house
• Event Management (Tooley Street)	Retained in-house
• Building Management (Queens Road)	April 2018
• Mail porters (Queens Road)	April 2018
• Reception (Queens Road)	April 2018

- Pest control

New contract 2020

Identified risks for the service and recommended strategic option

37. Risks and included assumptions made in the strategic options assessment

No	Risk	Risk Rating	Description and Mitigation
1	<p>Delays to procurement programme Procurement programme is delayed resulting in a period where the council will be out of contract which may have an impact on service delivery as the supplier may stop providing their services.</p> <p>Not having the appropriate resource to deliver this project could result in long delays or even stop this project. This in turn would leave the council vulnerable to not providing a FM service provision in 2020.</p>	Low	<p>The programme will be planned to ensure that appropriate resources are deployed to meet target dates to obtain timely decisions so that the tender is not delayed.</p> <p>Robust tender documents will be developed to reduce the likelihood of subsequent revisions and clarifications that cause delays.</p> <p>The evaluation of tenders will be appropriately resourced and executed, and completed on time.</p> <p>Appropriate resource/s needs to be identified prior to the commencement of this project.</p>
2	<p>Insufficiently robust specification Poor specification results in contracted services not being fit for purpose to meet the council's requirements.</p> <p>There would also be a risk of suppliers providing an unsustainable pricing model which could lead to particularly high or low cost models being submitted.</p>	Low	<p>Effective stakeholder engagement to identify needs and the analysis of services and their value to define the scope and specification of services.</p> <p>The project manager will hold workshops with internal stakeholders to ensure that all requirements are identified.</p>
3	<p>Poor response A poor response resulting in few suppliers presenting submissions undermines the procurement and limits the council's choice of suppliers.</p>	Low	<p>Open days for bidders will be held to inform potential suppliers and promote the procurement to the market.</p>

Key/Non Key decisions

38. This is a key decision.

Next Steps

39. Programme board to be assembled and detailed programme plan to be agreed.

40. CFM team to investigate options into cross functional working as detailed in paragraph 14d.

41. Internal workshops to be held with stakeholders to ensure that the scope and specifications are fully captured ready for the future procurement.
42. Once requirements fully agreed, Gateway 1 will be drafted for approval of the procurement strategy.

Service Delivery Project Plan (Key Decisions)

Activity	Complete by:
Enter Gateway 0 decision on the Forward Plan	01/12/2017
DCRB Review Gateway 0	11/12/2017
CCRB Review Gateway 0	14/12/2017
Approval of Gateway 0: Strategic Options Assessment	23/01/2018
Scrutiny Call-in period and notification of implementation of Gateway 0 decision	31/01/2018
Current contract end date (Interserve)	31/01/2020
Current contract end date (Kier)	15/06/2020

Community impact statement

43. This contract will have a direct impact on those local residents who visit council premises which are subject to these contracts, and it would be expected that the appointed supplier complies with all relevant council policies and procedures. This information will be ascertained as part of the tender process (to be covered in greater detail in Gateway 1 and Gateway 2).

Social Value considerations

44. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing any procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. Social value considerations and how the delivery of these services can benefit the local area are detailed below:

Economic considerations

45. Economic considerations are to be built into the options appraisal process for the market engagement exercise and will be reported in the Gateway 1 report.

Social considerations

46. Social considerations are to be built into the options appraisal process for the market engagement exercise and will be reported in the Gateway 1 report. However, any supplier appointed would need to:
 - a) guarantee the London Living wage for both its own staff and any subcontractors used
 - b) follow all relevant standard provisions on blacklisting
 - c) engage with Southwark Council's apprenticeship model.

- d) follow the standards for financial transactions and payment windows for their entire supply chain
- e) make every effort to reflect the council's fairer future principle by 'looking after every penny as if it was our own'.

Environmental/Sustainability considerations

- 47. The supplier will be required to provide services that support, and do not compromise, Southwark's green building targets, sustainability policy and Fairtrade status. These will be reported in the Gateway 1 report.

Plans for the monitoring and management of project

- 48. The council will create a steering board, which will be chaired independently from CFM. Representatives from both Legal and Procurement will be invited to ensure that all relevant council policies and procedures are adhered to.

Resource implications

TUPE/Pensions implications

- 49. Whichever, of the various service delivery options set out in this report is chosen will have a bearing on the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). A change in the supplier of the existing services is likely to amount to a Service Provision Change under the TUPE, though whether or not TUPE will apply will depend on the option pursued and the circumstances at the time of service provision. Further TUPE considerations will be reported in Gateway 1 and Gateway 2.

Financial implications

- 50. There are no specific financial implications at this point in time arising from the recommendation to adopt the strategic delivery options for the future provision of corporate facilities management services, which are to procure a total FM service through the award of a single contract to a FM supplier for core operational buildings (as set out in Option 1, paragraph 16) and to retain and bring a number of services in-house where the council have the experience and capacity to provide them at the required level of quality and value for money.
- 51. In December 2017, Cabinet were asked to note current budget options for 2018-19, one of which was a commitment to stabilise the CFM budget in order that the current level of services provided are fully funded. While it is not possible to quantify figures at this stage, it is anticipated that the strategic direction proposed in this report will deliver future savings to the council through the economies of scale of having a single contract, the avoidance of duplication as there will be a single point of contact and ability to reduce the cost of contract management within CFM.

Investment implications

- 52. None

Legal implications

- 53. Please see concurrent from the Director of Law and Democracy.

Consultation

54. The Head of Corporate Facilities held an internal 'Heads of Service' workshop on 19 July 2017 to ascertain the level of service and support required from the new CFM contract. This workshop was highly attended and good feedback was received to help shape the CFM division moving into the future. Some of the feedback included wanting a more streamlined service, to have a single supplier to provide the operational FM support to core operational buildings and for CFM to provide greater clarity of service.
55. An external review was conducted on the current CFM service provision. 46 interviews were conducted with senior stakeholders, customer departments (i.e. Children's and Adults' services, Environmental and Social Regeneration etc.), CFM staff and external contractors. This provided the team with evidence and clear insight into the workings, relationships and processes of CFM and the challenges faced by individuals in the day to day work of CFM. The overall findings recommended changing to a less complex operating model with consolidated budgets, through a single supplier.

Other implications or issues

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC17/073)

56. The strategic director of finance and governance notes the recommendation in this report for delivery of a facilities management (FM) contract for the council's operational estate. As described above, there are no specific financial implications at this stage from this decision. These will be identified at future stages in the procurement process.

Head of Procurement

57. This report seeks the approval of the Cabinet for the recommended strategic delivery option proposed in paragraph 36 for the delivery of a facilities management (FM) contract for the council's operational estate and to note the next steps as further detailed in the body of the report.
58. At this stage the estimated annual spend is £7.5million and following a review of the strategic options available the report recommends procuring a TFM Service and awarding a single contract to a FM supplier for core operational buildings as well as bringing in-house a number of services where the council has the experience and capacity to provide quality services. The procurement strategy and value will be confirmed in the Gateway 1 which will be brought for decision in due course.

Director of Law and Democracy

59. This report seeks the approval of the cabinet to the strategic options assessment for the delivery of a facilities management contract for the council's operational estate.

60. Under contract standing orders, a pre-procurement/gateway 0 is required for any service contract with an estimated contract value of £10m or more. The contract value of the possible procurement is not yet known but is likely to be well in excess of £10m and will be confirmed in the gateway 1 report together with the proposed procurement strategy.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Gateway 2 – Contract Award Approval Consolidated Facilities Management contract	160 Tooley Street, SE1 2QH.	Paul Symington 0207 525 0225
Link: (Copy and paste link into browser)		
http://moderngov.southwark.gov.uk/documents/s32565/Report%20Gateway%20%20Contract%20Award%20Approval%20Consolidated%20Facilities%20Management%20Contract%20for%20160%20Toole.pdf		
Gateway 2 – Consolidated repairs and maintenance services contract for the Councils Operational Estate	160 Tooley Street, SE1 2QH	Paul Symington 0207 525 0225
Link: (Copy and paste link into browser)		
http://moderngov.southwark.gov.uk/documents/s60205/Report%20Gateway%20%20Contract%20Award%20Approval%20-%20Consolidated%20Repairs%20and%20Maintenance%20Services%20Contract%20f.pdf		

APPENDICES

No	Title
Appendix 1	Overview of current services

AUDIT TRAIL

Cabinet Member	Councillor Fiona Colley, Finance, Modernisation and Performance	
Lead Officer	Paul Symington, Head of Corporate Facilities	
Report Author	Kelly Sanders, Head of Contracts (Corporate FM)	
Version	Final	
Dated	12 January 2018	
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
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	12 January 2018	

Overview of Current Services

Service	Description	Within scope of new TFM contract?	Viable for in-sourcing	Value of current service (per annum)
Service Desk	A primary function to log & redirect service calls & queries	✓		£97,662
Repairs and Maintenance	The costs incurred to bring an asset back to an earlier condition or to keep the asset operating at its present condition	✓		£337,397
Compliance	To ensure buildings & equipment meet with statutory legislation	✓		£148,7461
Planned Preventative Maintenance	Any variety of scheduled maintenance to an object or item of equipment	✓		£1,427,727
Security	To protect people, life & property	✓		£1,504,921
Cleaning	To provide janitorial services to core & non core buildings	✓		£1,822,345
Mail Porters	Porterage (manual)		✓	£202,940
Reception	Meet & greet services		✓	Included within other contract
Pest Control	Preventative and extermination services		✓	£34,718
Capital Projects	This is a project that helps maintain or improve an asset, often called infrastructure. It is a new construction, expansion, renovation, or replacement project for an existing facility or facilities	✓		£5,000,000

Item No. 15.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Disposal of Freehold interests – 99 Brook Drive, SE11, 20 Hayles Street, SE11 11 Friern Road SE22	
Wards affected:		Cathedrals, Peckham Rye	
Cabinet Member:		Councillor Fiona Colley, Finance, Modernisation and Performance	

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

This report proposes the sale of the council's freehold interest in three properties which are anticipated to have a value of more than £750,000 each.

If not sold the properties would require expenditure of more than £70,000 each to bring them to a lettable standard.

The capital receipts from these sales are earmarked for the housing investment programme to help finance the building of new council homes and improvements to existing council homes.

The sale of all three properties would be consistent with the council's void strategy agreed in March 2009.

RECOMMENDATIONS

That the Cabinet authorises

1. The Head of Property to dispose of the Council's freehold interest in 99 Brook Drive, SE11, 20 Hayles Street, SE11, 11 Friern Road SE22 (the "Properties"), for a sum that equates to the market value of the individual properties.
2. The earmarking of the capital receipts for the purposes of funding the Housing Investment Programme.

BACKGROUND INFORMATION

3. On 17 March 2009 the then Executive received a report from officers entitled 'Capital income generation for the Housing Investment Programme and Hidden Homes'. Amongst the recommendations of this report the Executive noted the funding gap to meet its investment needs for its housing stock, to deliver a Southwark Decent Homes Standard for all tenanted homes. Further to this the Executive noted the considerations for different funding options which were identified in the April 2008 Executive report (Southwark's Decent Homes Standard),

and agreed the disposal of empty homes (voids) – in line with paragraphs 16-25 of the March 2009 report.

4. Executive further resolved on the 17 March 2010 ‘that 100% of the receipts generated from the additional disposal of voids and land proposed by this report are used to fund both the housing investment programme to deliver Southwark’s Decent Homes Standard and to deliver new housing through a Hidden Homes strategy and potentially some new build’.
5. In July 2014 Cabinet reviewed the voids policy and revised the criteria for disposal. Specifically to increase the threshold for disposal of void properties valued at £300,000 to £500,000. With the additional proviso that such properties be backed by one further category.
6. The Properties have been identified as suitable for disposal as they meet the value requirements of the amended criteria, i.e. it is considered that the properties each have a value in excess of £750,000.
7. 99 Brook Drive, SE11 is a mid terraced three storey Victorian house, arranged as two self contained flats. 20 Hayles Street SE11 comprises a three storey Victorian house. 11 Friern Road, SE22 is a two storey mid terraced house. All three properties require comprehensive refurbishment internally and externally and have been identified as being ‘uneconomic to repair.’ The works costs have been estimated by a quantity surveyor to be £135,500, £70,000 and £113,000 respectively.. The Properties are identified in bold outline on the attached Ordnance Survey extracts at Appendix 1.
8. The properties are currently empty and are at further risk of deterioration and trespass.
9. The Properties are held in the Housing Revenue Account (HRA).
10. Authority to sell is delegated to the Head of Property in individual cases where the sale price is below £750,000. The sale price of the Properties will exceed this limit and Cabinet approval is therefore required.
11. The Properties have been declared surplus to the council’s requirements by the Director of Regeneration on the 11 January 2018.

KEY ISSUES FOR CONSIDERATION

12. In accordance with the principles and policy of good asset management laid down by government, together with local authority regulations, councils are required to dispose of surplus property assets subject to best consideration and/or market value requirements. The sale of the Properties will comply with these requirements.
13. It is considered that due to the current condition and associated structural problems found at the properties, a sale by auction to be the most appropriate method of sale in this instance. The auction route is also quick and transparent. Prior to the auction for each of the Properties a suitable reserve price representing market value will be agreed by the head of property in consultation with the auctioneer. A sale will only

proceed if the reserve price is met or exceeded.

14. The sale of the Properties to owner occupiers, developers and/or investors should ensure that they are quickly brought back into beneficial use.
15. This report recommends that the receipts from the sale of the Properties be earmarked for the Housing Investment Programme.

Policy implications

16. The disposal of the Properties will generate a substantial capital receipt, which will be used to provide capital funding in support of the council's key priorities. This includes the provision, refurbishment and redevelopment of affordable housing. This assists the Council in meeting its commitment to regeneration and sustainability in housing as demonstrated through the current Southwark Housing Strategy adopted in 2015.
17. The disposal of the Properties is consistent with the recommendations contained within the report considered by Executive on the 17 March 2009 entitled 'Capital Income Generation for the Housing Investment Programme and Hidden Homes'. This policy was further endorsed by the 31 May 2011 Cabinet report which noted the progress made to date and resolved to continue and extend the void strategy. More recently in July 2014 Cabinet revised the value threshold for disposal and introduced the need for an additional criteria to trigger a disposal.

Effect of proposed changes on those affected

18. The sale of properties within the HRA stock will have a negative impact on the number of council properties available to let. However, this will be offset by gains through the Hidden Homes programme and investment to retained stock, especially where decent homes have not yet been delivered.
19. Increased investment into Southwark's stock to provide warm, dry and safe homes will have a positive impact on disadvantaged and minority communities, who are statistically more likely to be council tenants than the general population as a whole.

Community Impact Statement

20. As these individual property sales are considered to be non-contentious, consultation is thought not to be appropriate.
21. The proposed sale of the properties will have little or no impact on the immediate Community.

Financial Implications

22. This report recommends the disposal of the Properties on the open market for a sum that equates to the individual market values of the properties. The Properties have been declared surplus to the council's housing requirement.
23. The HRA rent budget for 2017/18 allows for stock loss through void sales and we

have requested that CLG take these into account in setting our self-financing debt level for 2018/19 onward. There is a loss of rental income for these properties in 2017/18. There are no current recurring costs.

24. As these Properties are being disposed of under the void strategy, set out in the report to Executive on 17 March 2009 and endorsed and extended at Cabinet on 31 May 2011 and 22 July 2014, the impact of loss of rental potential and on subsidy has been considered within the cumulative impact on the Housing Revenue Account of this strategy.
25. Disposals expenditure would include reasonable incidental management and legal charges which would be reimbursed from receipts, as well as sales and marketing costs as a percentage of the value of the receipt which is standard.
26. There are no other risks or costs involved.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

27. This report seeks authority for the sale of three properties in the Borough which are all anticipated to achieve a sale price in excess of £750,000. The expected sale prices are notwithstanding the fact that all three properties require significant refurbishment works to be undertaken as outlined at paragraph 7 of this report. The result of these required works is that it is uneconomic for the Council to undertake the repairs.
28. It is proposed to sell the properties at auction. Section 1 of the Localism Act 2011 grants councils a general power of competence whereby a local authority has power to do anything that individuals generally do. However, that power does not enable a local authority to do anything which it is unable to do by virtue of a pre-commencement limitation. Section 32 of the Housing Act 1985 is a pre-commencement statute which imposes limitations on the Council's power of disposal.
29. As the properties fall within the Council's Housing Portfolio, the disposals can only proceed in accordance with Section 32 of the Housing Act 1985, for which purposes the consent of the Secretary of State for the Department of Communities and Local Government is required.
30. A number of General Consents have been issued in the General Housing Consents 2013.
31. Consent A3.1.1 of the General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985-2013 enables a local authority to dispose of land for a consideration equal to its market value subject to exceptions in paragraph A3.1.2. The exceptions in paragraph A3.1.2 are disposals to a body owned or partly owned by the local authority, disposals that fall into a separate consent for reversionary interests in houses and flats and disposals that would result in a local authority tenant becoming the tenant of a private landlord.

32. The report also confirms in paragraph 11 that the properties were declared surplus to the Council's requirements on the 11 January 2018.

Strategic Director of Finance and Governance (FC17/074)

33. This report is requesting cabinet to authorise the Head of Property to dispose of three properties on the open market as detailed in the report.
34. The strategic director of finance and governance notes that the properties have been declared surplus and the capital receipts generated from the disposal will be recycled into the council's housing investment programme.
35. The financial implication section also explains that the loss of rental income from the disposal has been considered as part of the Housing Revenue Account budget setting process.
36. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	OS plans, 99 Brooke Drive, SE1 - highlighted in bold
Appendix 2	OS plans, 20 Hayles Street, SE1 - highlighted in bold
Appendix 3	OS plans, 11 Friern Road, SE22 - highlighted in bold

AUDIT TRAIL

Cabinet Member	Councillor Fiona Colley, Finance, Modernisation and Performance		
Lead Officer	Eleanor Kelly, Chief Executive		
Report Author	Paul Davies, Principal Surveyor		
Version	Final		
Dated	12 January 2018		
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			12 January 2018

Draft pdf source

TITLE.

99 Brook Drive, SE11 4TU.



DRAWING No.

LBS_3639

DRAWN BY.

MMANKTELOW
Property Division

DATE.

23/11/2017

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TITLE.

20 Hayles Street, SE11 4SS.



DRAWING No.

LBS_3640

DRAWN BY.

MMANKTELOW
Property Division

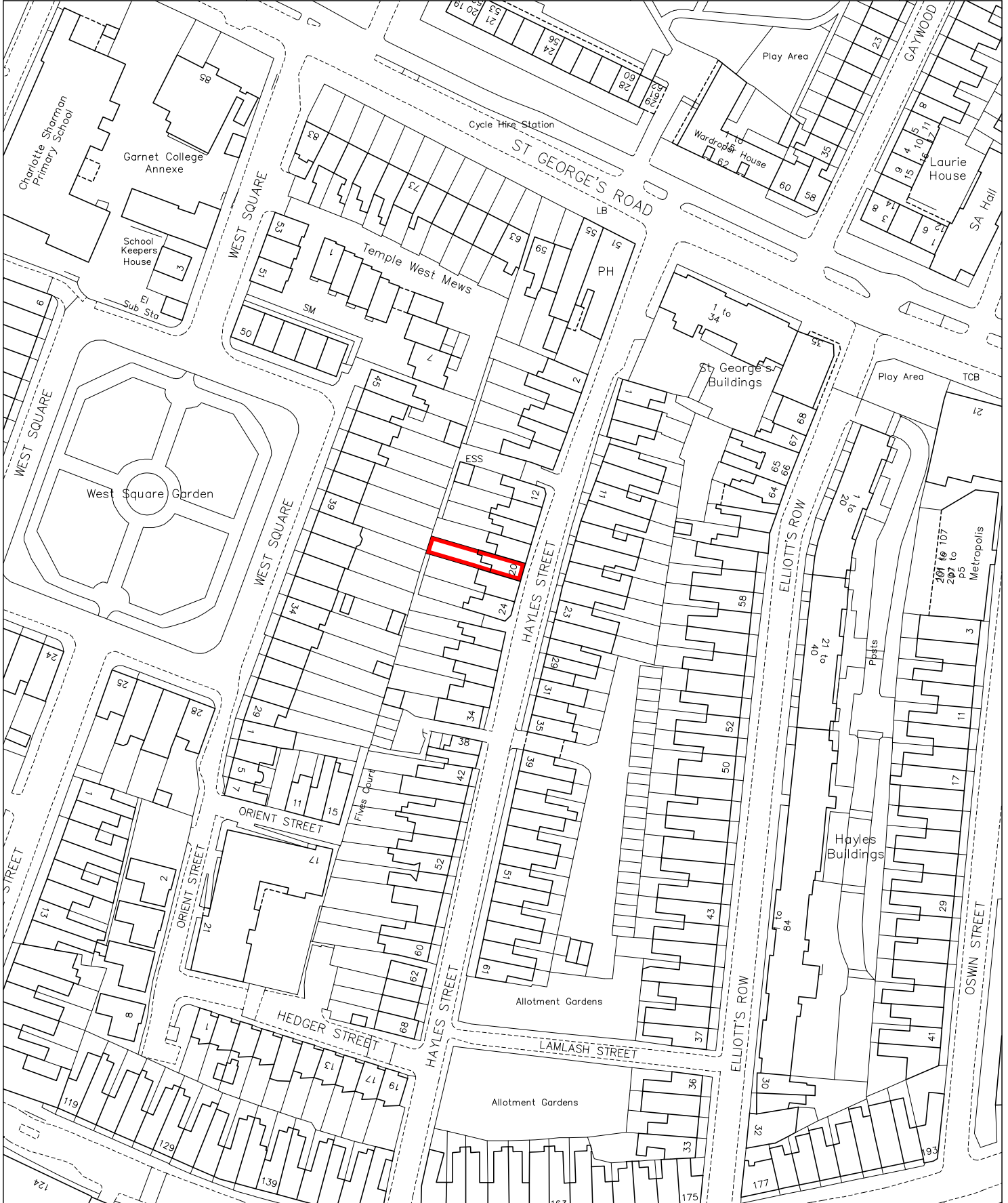
DATE.

23/11/2017

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11 Friern Road, SE22 0AU.



DRAWING No.

LBS_3641

DRAWN BY.

MMANKTELOW
Property Division

DATE.

23/11/2017

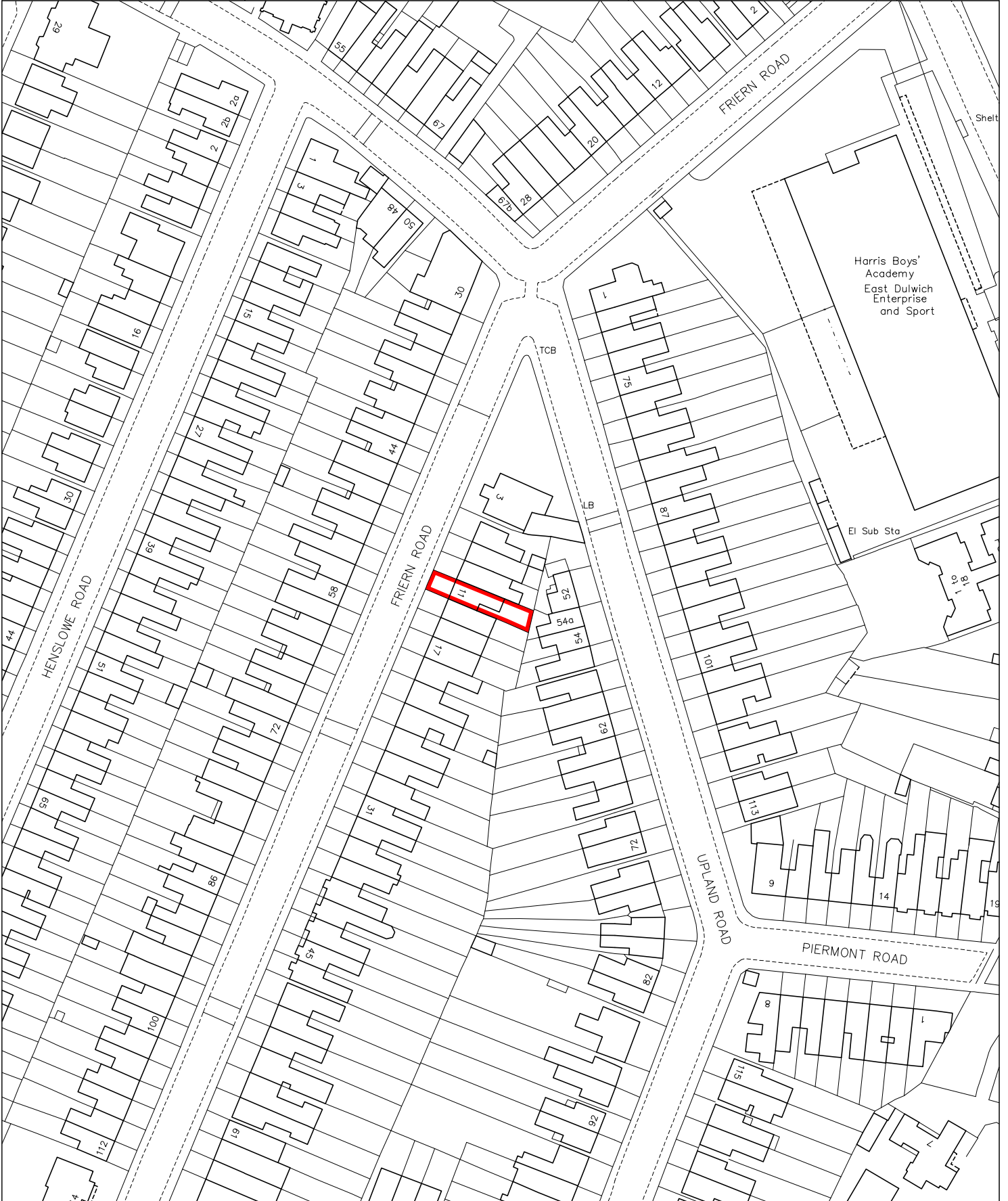
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Item No. 16.	Classification: Open	Date: 23 January 2018	Meeting Name: Cabinet
Report title:		Motions Referred from Council Assembly	
Ward(s) or groups affected:		All	
From:		Council Assembly	

RECOMMENDATION

1. That the cabinet considers the motions set out in the appendices attached to the report.

BACKGROUND INFORMATION

2. Council assembly at its meeting on Wednesday 29 November 2017 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motion referred to it. Any proposals in a motion are treated as a recommendation only. When considering a motion, cabinet can decide to:
 - Note the motion; *or*
 - Agree the motion in its entirety, *or*
 - Amend the motion; *or*
 - Reject the motion.

KEY ISSUES FOR CONSIDERATION

4. In accordance with council assembly procedure rule 2.10.6, the attached motions were referred to the cabinet.
5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the cabinet for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis.
6. Any key issues, such as policy, community impact or funding implications are included in the advice from the relevant chief officer.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council agenda	Report on the council's website	Virginia Wynn-Jones Constitutional Team 020 7525 7055
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&MId=5435&Ver=4		

APPENDICES

Number	Title
Appendix 1	Culture and wellbeing
Appendix 2	Southwark's bid for London borough of culture
Appendix 3	Southwark response to moped crime
Appendix 4	Local government pay cap
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AUDIT TRAIL

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Report Author	Virginia Wynn-Jones, Principal Constitutional Officer (Acting)	
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APPENDIX 1

CULTURE AND WELLBEING

1. Council assembly notes:
 - Air quality is a significant problem across London, including in Southwark
 - In 2013, 45% of the population of Southwark was exposed to levels of NO₂ above the annual average objective limit
 - That in Southwark, diesel accounts for 91% of the total NO_x emissions in the borough and 58% of the total PM₁₀
 - That poor air quality directly impacts on the health and wellbeing of Southwark residents, and affects children, older people, and those with conditions such as heart or lung disease, or asthma most severely
 - That across the UK, around 40,000 deaths are attributable to air pollution each year, incurring £20bn in health costs
 - That 30% of TfL's bus fleet are diesel-electric hybrids, which produce up to 40% less emissions than standard diesel buses.

2. Council assembly believes:
 - That Southwark Council is already taking proactive steps to tackle the problem of poor air quality by encouraging and facilitating a culture of active travel
 - That promoting forms of active travel is an essential part of improving the wellbeing of our residents, both because it reduces the number of people travelling in pollutant emitting vehicles, and because physical activity improves wellness in itself
 - That facilitating a reduction in the number of diesel vehicles should be a priority for the government
 - That reducing the number of diesel buses should be a priority for Transport for London (TfL)
 - That small business, charities, schools and low income households might struggle to replace diesel vehicles due to financial constraints
 - The proposed National Diesel Scrappage Fund would provide support for small business, charities, schools and low income households to replace their diesel vehicles with lower emission vehicles
 - That poor air quality directly and negatively impacts on the wellbeing of residents in Southwark, and that this council should continue to work to tackle this problem.

3. Council assembly therefore resolves to call on cabinet:
 - To lobby TfL to increase the number of diesel-electric hybrid buses on routes through Southwark.
 - To continue to press the government and the Secretary of State for Transport to reform the Vehicle Excise Duty and to create a National Diesel Scrappage Fund to encourage the removal of the most polluting vehicles on our roads.
 - To continue to promote active forms of travel, such as walking and cycling.
 - To extend the Cycle Hire scheme to Bermondsey and Rotherhithe by committing funding for the capital costs associated
 - To support the campaign for an extra station on the Bakerloo Line Extension at Bricklayer's Arms/New Kent Road.
 - To install air pollution monitors in the most polluted schools, including all schools near main roads; and pilot the use of public pollution monitors outside these schools.

- To strengthen air quality measures in local planning policy, by guaranteeing that all section 106 levied for air quality on new developments is spent on air quality mitigation.

APPENDIX 2**SOUTHWARK'S BID FOR LONDON BOROUGH OF CULTURE**

1. Council assembly notes:
 1. In July 2017, the Mayor of London launched the London Borough of Culture - a new competition for the 32 London boroughs to apply for funding to lead a game changing cultural programme. Two winning boroughs will be named London Borough of Culture, one in 2019 and one in 2020, and up to six other boroughs will receive support to deliver bespoke cultural projects.
 2. As well as being named the London Borough of Culture, the winning boroughs will be awarded £1.1 million each. The Heritage Lottery Fund and the Paul Hamlyn Foundation will also work with the winning boroughs to help them secure extra funding for bespoke cultural projects.
 3. The creative industry is one of Southwark's fastest growing industries, with internationally acclaimed institutions matched by grassroots vibrancy across the borough.
 4. A recent report produced by the Creative Industry Federation found that 'For every pound invested in arts and culture, an additional £1.06 is generated in the economy'.
 5. The great reputation Southwark has as the home of cultural expression dating back to the completion of the Globe in the 16th Century.
 6. The recently published 'Creative Southwark', Southwark's Cultural Strategy leading up to 2022.
 7. Communities right across the borough have fed into process of putting Southwark's bid together, with multiple workshops over a number of weeks.
2. Council assembly believes:
 1. The arts and culture plays a significant role in bringing communities together in the borough.
 2. Cultural organisations across the borough have played a key part in addressing wellbeing issues, such as isolation, obesity and improving residents' mental health.
 3. Southwark is a diverse and culturally rich borough and if successful, the borough's year of culture will amongst other things seek to promote this.
 4. Culture is not solely about a few large institutions, but also about multiple smaller-scale local projects. Moreover, cultural life does not emerge from nowhere but is produced by people and communities that have the opportunity, location and ability to create.
 5. Southwark's exceptional cultural richness primarily derives from its breadth of communities of differing heritage and financial wealth.

6. The much-needed development plans in Southwark must keep these communities in mind and ensure they can continue to afford to live and thrive in Southwark, in the years and decade ahead. Cultural events and programmes, which may well be welcome in themselves, will be skin-deep if the people that provide our communities' hearts are in practice removed and the affordable homes and small businesses that provide their life-blood are effectively left to drain away.
3. Council assembly therefore resolves:
 1. To endorse Southwark's bid to be the London Borough of Culture.

SOUTHWARK RESPONSE TO MOPED CRIME

1. Council assembly notes:
 - The dramatic rise in ‘moped-enabled’ crime across London in the last year – from around 7,500 to 17,500 offences.
 - That, in Southwark, the number of robberies on mopeds rose from 581 in 2015/16 to 777 in 2016/17.
 - The numerous reports from residents who have witnessed or experienced these crimes in Southwark – and want to know how the council is going to respond.

2. Council assembly calls on Southwark Council to explore if it is feasible to:
 - Introduce urgent preventative measures before moped crime culture becomes entrenched in the borough.
 - Establish an early intervention scheme, focused on areas where young people are most exposed to moped gangs.
 - Establish an outcomes-based re-offending scheme for prison leavers, tailored to those convicted of moped-enabled crime.
 - Install ‘moped hangars’ across Southwark to reduce theft – especially in high-risk areas.
 - Create incentives for moped dealerships in the borough (through a responsible retailers list and business rate reduction) to:
 - Bundle locking devices (disc locks, grip locks, chain locks), alarms, immobilisers and tracking technology with moped sales
 - Mark bike parts with the vehicle identification number (VIN) number
 - Check and record driving licences and CBT (Compulsory Basic Training) certificates
 - Require additional details from buyers (name, address, contacts)
 - Not to accept cash payments for mopeds, scooters or accessories
 - Recognise the work of Southwark Police on both thefts of mopeds and moped-enabled robberies and assaults – and work with the police to identify high-risk areas in Southwark.
 - Fill gaps in CCTV coverage at moped-enabled crime hotspots and fund wider use of RDCs (Rapid Deployment Cameras).
 - Introduce a ‘whistleblower’ policy for moped crime, signposting the Crimestoppers hotline and guaranteeing anonymity for residents who report on moped gangs.

3. Council assembly calls on the Mayor of London to:

- Lobby for a change in the law to require mopeds and motorbikes to display both a front and rear number plate.
 - Create London-wide incentives for moped dealerships to:
 - Bundle locking devices (disc locks, grip locks, chain locks), alarms, immobilisers and tracking technology with moped sales
 - Mark bike parts with the vehicle identification number (VIN) number
 - Check and record driving licences and CBT (Compulsory Basic Training) certificates
 - Require additional details from buyers (name, address, contacts)
 - Not to accept cash payments for mopeds, scooters or accessories
 - Introduce warning signs for mopeds and motorbikes using cycle lanes.
 - Launch an awareness campaign at tourist spots, bus stops, tube stations and other target locations to warn the public about moped crime techniques, flag high-risk areas and discourage texting-and-walking.
 - Press the Home Office for a full review of police powers on moped-enabled crime.
4. Council assembly recognises that this Conservative Government has consistently underfunded the Metropolitan Police Service, and that the Met will have to make £400m of savings by 2021. Council assembly regrets that as a result of this underfunding front counters in police stations across London will have to close.
5. Council assembly welcomes that despite the cuts to their budget, the Mayor of London has made, and is fulfilling, a commitment to have at least two Dedicated Ward Officers (DWO) in every ward in London.

LOCAL GOVERNMENT PAY CAP

1. Council assembly notes that:

- For workers in local government and schools, pay and other terms and conditions are determined by a negotiating body; the National Joint Council (NJC) for local government services
- Local government basic pay has fallen by 21% since 2010 in real terms
- Local government workers had a three-year pay freeze from 2010-2012
- Local government pay is the lowest in the public sector
- The increased National Living Wage and the London Living Wage have led to pay scales being squeezed and distorted
- Local government has been hit hard by government cuts, with Southwark Council facing some of the harshest cuts losing £130m of funding since 2010 - a 44% cut.

2. Council assembly believes that:

- Local government workers provide essential public services and should be fairly remunerated for the work that they do
- Local government pay cannot be allowed to fall further behind other parts of the public sector
- The Government should provide additional funding to fund a decent pay rise for council and other NJC employees.
- Given the wide range in salaries at Southwark Council – with some as high as £197,000 a year – pay rises should be targeted towards those on low and medium incomes.

3. Council assembly therefore:

- Welcomes the joint review of the NJC pay spine
- Supports the 5% NJC pay claim for 2018, submitted by the employee side on behalf of council and school workers
- Supports the immediate end of the public sector pay cap.

4. Council assembly calls on cabinet:

- To call immediately on the Local Government Association to make urgent representations to Government to fund the NJC claim and the pay spine review and notify us of their action in this regard
- To write to the Prime Minister and Chancellor supporting the NJC pay claim and seeking additional funding to fund a decent pay rise and the pay spine review
- Meet with local NJC union representatives to convey support for the pay claim and the pay spine review.

TIDEWAY

- i. Council assembly notes that:
 1. That the construction of the Thames Tideway Tunnel 'Super Sewer' is expected to last until 2023 and is the largest infrastructure project in London since Crossrail.
 2. The Tideway Site at Chambers Wharf is one of the most compacted across London with approximately residential 500 properties within 75m of the site boundary.
 3. That the planning inspectorate considered the impact on residents surrounding the Chambers Wharf site to be the most severe along the 25km route of the tunnel.
 4. Local residents at Chambers Wharf have repeatedly voiced their concerns about the ways that Tideway are carrying out works.
 5. Southwark Council opposed the Thames Tideway Tunnel on this site, but the Conservative Government granted a development consent order which allowed for three concrete pours per week which are allowed to last until 10pm. Southwark Council also had no legal alternative but to consent to additional digging works to continue until 10pm on a strictly limited basis.
 6. On two occasions, works have overrun as late as 1.50am, and in response to these overruns Southwark Council warned contractors that this cannot happen regularly, and amended their s.61 consent to strengthen the community notification requirements.
 7. Southwark Council has persuaded Tideway to fund a community liaison officer to act as a mediator between Tideway and residents, and has asked Tideway to review their decision to change the format of Community Liaison Working Group (CLWG) meetings to ensure that residents' concerns are being heard.
 8. Residents remain concerned about the level of dust and noise. Southwark Council has installed 11 permanent noise meters that are independently operated to investigate all resident complaints within 24 hours. There are also two Environmental Health Officers monitoring the site and enforcing Environmental Protection Act 1990 and the Control of Pollution Act 1974 to minimise dust, noise and vibrations as far as possible.
 9. Late working is exacerbating the issue of light pollution from floodlights.
 10. Lorries delivering to site persistently breach the vehicle access agreements, either by parking on local streets or driving along prohibited roads.
 11. The recent South London and Maudsley (SLAM) Mental Health and Wellbeing focus group report has highlighted the impact of this work on some residents. Although Southwark Council opposed the Thames Tideway scheme, Council Assembly notes that Southwark remains committed to working with Tideway to ensure the delivery of the scheme with minimal disturbance to the wellbeing of local residents.
- ii. Council assembly asserts that Tideway must now:
 1. Abide by the directives and limitations that have been agreed and set.
 2. Take seriously the issues of noise, dust and light pollution, including following up on the mental health and wellbeing impact report.

3. Look again at their decision to change the format of CLWG meetings to drop-in sessions, and to continue to work with Southwark Council to minimise disruption and inconvenience to local residents.

SUPPORT FOR DULWICH HAMLET FOOTBALL CLUB (DHFC)

1. Council assembly notes:

- The leader of the council, Councillor Peter John's support for DHFC and his statement that "We are never going to let the club fail" is welcome support for the club.
- That Dulwich Hamlet has continuously occupied a site on the Green Dale site since 1902, first Freemans Field and finally settling on the adjacent plot its current location in 1931. This followed moving from sites in the Dulwich area; Woodwarde Road, College farm and Sunray Avenue. The 1931 Stadium was in use until 1991 until it fell into poor repair and foul of legislation that required football clubs to adopt modern safety standards.
- That the use of the site as a football stadium with its sporting facilities is a long established use and is one of the few remaining venues of those used in the 1948 London Olympics. The site, or an adjacent site, has been in continual use by the club since it moved to Green Dale and provides facilities for the local community, schools, charities and other professional football events.
- The significant contribution Dulwich Hamlet Football Club has made to the national, London and Southwark's sporting, cultural and social history to modern football. Rooted in working class communities organising themselves at the end of the 19th century, as a means of enriching the lives of those that played for and supported these clubs. The club shares its late Victorian origins with the Herne Hill Velodrome that was recently granted planning permission to improve its stadium and make better use of its site. The DHFC hosted the amateur football games of the 1948 Summer Olympics on Green Dale in the identical way as the Veldrome hosted cycling events during the same Olympics. Dulwich Hamlet Football Club is meshed into the fabric of our borough and the hearts of fans since 1893, when founded by Pa Wilson. A club established on the key principles of "not just how we play the game... but how we improve the game".
- That in the 20th century, club players lived up to the ideals of the amateur tradition; working gentlemen that contributed to their local communities and inspired others through loyalty, leadership, noble actions and sporting success. Men such as Charles Tyson, Hussein Hegazi, Edgar Kail, Reg Meritt, Tommy Jover and the current club President Jack Payne. This year, as we bid to become London Borough of Culture, these are true Southwark Pioneers.
- DHFC's popularity with residents in the borough, with over 2,800 supporters attending matches and recent league success.
- That Gavin Rose, DHFC's manager was recently awarded Isthmian League's Mitre Premier Division Manager of the month for October, and that award is recognition of not only recent league success, but of years of hard-work and effort that Gavin Rose, Junior Kadi, Kevin James and all the coaching and physio teams invest into both DHFC and Aspire Football Academy, week in week out. These men and women, together with the current squad are the latest generation of dedicated of DHFC stars, who are forever pink and blue.
- That next year will be the Club's 125th anniversary.
- That the Club's contribution to the Isthmian League was recognised in both 2015 and 2017 through the award of the Barry East Trophy at the League's

Annual Awards Ceremony for the Club's outstanding community work off the pitch.

- That the club received the accolade of "Football Foundation Community Club of the Year" at the National Game Awards last year.

2. Council assembly recognises:

- That since the relocation to the current stadium in 1991, the club has undertaken a number of attempts to improve its facilities, to build a more efficient building to manage, maintain and to use for sporting and community events.
- That the club has sought to improve the playing pitch to allow for greater use for playing and the community by replacing the grass pitch with a modern artificial, league compliant, playing surface.
- That the recent attempt to improve clubs facilities combined with a residential development undertaken by Meadow Residential LLP has stalled and as a consequence has put the financial future of the club at serious risk.
- That full disclosure of financial information to all those involved in the future of the club should happen as a matter of urgency to allow all stakeholders (Meadow, club owner, team management, club supporters, the council and any other interests that may be involved) to better understand the financial management and financial future of the club.
- That as a consequence of Meadow Residential LLP's stalled proposals, that DHFC is now crowd funding for the management costs and players' wages.
- That the club is supportive of plans for an all-weather artificial pitch.
- That this would raise revenue on weekdays – estimated in the region of £4,000 per week – helping to stabilise the club's finances and allowing for future investment in the bar and other commercial activities.
- That on non-matchdays, an artificial pitch would provide much-needed community facilities for sports and local events.
- That local primary schools could also be given access to an artificial pitch.
- That management of commercial activities – including the bar, food and merchandise – by the club or Supporters' Trust is likely to dramatically increase profit margins.

3. Council assembly resolves to:

- Thank the DHST and DHFC 12th Man, for their hard work, dedication and effort in supporting the DHFC Football Committee, including recent actions to meet management costs and players wages and to maintain the financial viability of the club.
- Commends and congratulates Gavin Rose, DHFC's manager, on his recent award and the ongoing commitment given to young people in this community and beyond through the Aspire Academy.
- To call on the leader of the council to use best endeavours for the council to work with DHFC; to provide practical support for the remainder of this season if needed; allowing the club to plan for the longer term.
- To call on the leader of the council to use best endeavours for the Council to work with DHFC to ensure that the fans can be at the heart of determining its future.
- To call on the leader of the council to write to Meadow Residential LLP to discuss how they may continue to support the club with the payment of

management costs and players wages until such time as the future of any current proposals become clear; that for all involved demand that a clear timetable with key milestones for any future proposals for the renewal of the club facilities, the residential development and any continued financial support be drafted.

- To stand with The Rabble. Forward the Hamlet.
- Call on the council to support a fan ownership model for Dulwich Hamlet Football Club.
- Calls on the council to acquire the pitch and stadium at its present location, and work with the club and Supporters' Trust to secure the long term future of Dulwich Hamlet FC – with the objective for a fan-owned club, under a co-operative or mutual structure.

THE LATIN AMERICAN COMMUNITY AFTER BREXIT

1. Council assembly reiterates its belief in the importance of Southwark's cultural, ethnic and religious diversity, and that this diversity helps to make our borough such an exciting and vibrant area to live in.
2. In particular, council assembly recognises the role played by Latin American residents in Southwark. Their presence has greatly enhanced the unique cultural character of our borough for many decades.
3. Council assembly notes its concern at reports from Latin Elephant, Teléfono de la Esperanza UK (TEUK), Latin American Disabled People's Project, Su Mano Amiga (SMA) and others, of an increase in mental health problems among Southwark's Latin American community following last year's Brexit vote. The widespread uncertainty brought about by the referendum result has led to higher anxiety and stress levels among many residents who have lived in Southwark all their lives. In addition to the higher costs everyone has faced because of a weaker pound, many of Southwark's Latin American community have for over a year been unsure as to their future status as citizens in this country. Hate crime has soared by 41% after the Brexit vote. This is a further factor facing the Latin community.
4. The psychological effects of Brexit are especially noticeable in the Latin community. The levels of anxiety fear and uncertainty caused by the Referendum and the daily news of the negotiations and possibility of a hard Brexit has created a further insecurity.
5. There is recent growing research that highlights the consequences for patient's physical and mental health, of being unable to resolve difficulties with problems like housing, welfare benefits, relationship breakdown, and immigration employment.
6. TEUK have experienced a fourfold increase in crisis intervention since Brexit. SMA has seen a similar rise, with many cases related to Brexit anxiety.
7. Council assembly resolves to ensure that Latin American residents are fully informed about the full range of mental health services on offer in Southwark. It is more important than ever, during this time of uncertainty, that all our residents know how to access council services when they need them most.
8. People who receive welfare advice experience lower anxiety, better general health, better relations and housing stability. The right advice at the right time helps people to manage their own lives and promotes better physical and mental health.
9. Council assembly fully acknowledges, however, that mental health and general well-being are not purely matters of individuals having access to the Council's mental health services. Being included as part of a flourishing, closely-knit and strongly rooted community that provides mutual support, friendship and enjoyment is even more important. Southwark's Latin American community has taken generations to organically develop, as have the distinctive local traders and businesses that have emerged to serve and sustain it. They must be cherished and protected.

10. As plans to develop areas like the Elephant & Castle proceed, Council Assembly acknowledges the importance of ensuring that any temporary disruptions do not result in permanent dispersion of local communities, including the Latin American community, and welcomes the steps that the Council has already taken to ensure existing traders benefit from the investment in the area.
11. Council assembly again reaffirms its deeply-held and cross-party belief that the Latin American community is a cherished, embedded, and intrinsic part of Southwark. Furthermore, it wishes to reassure EU citizens and other ethnic and cultural minorities that despite Brexit, London remains open, London remains progressive, and London remains their home.

ADOPTION OF THE INTERNATIONAL HOLOCAUST REMEMBRANCE ALLIANCE WORKING DEFINITION OF ANTISEMITISM

1. Council assembly notes:

- That the committee on Antisemitism and Holocaust Denial called on the International Holocaust Remembrance Alliance (IHRA) Plenary in Budapest in 2015 to adopt a working definition of antisemitism
- That in December 2016, the UK Government formally adopted the IHRA working definition of antisemitism; and was the first EU country to do so
- That antisemitism is a significant and growing problem in the UK
- That the number of antisemitic incidents reported in the UK rose by more than a third in 2016 and reached the highest ever recorded levels

2. Council assembly believes:

- That examples of antisemitism include, but are not limited to:
 - Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
 - Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
 - Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
 - Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
 - Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
 - Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
 - Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
 - Applying double standards by requiring of it behaviour not expected or demanded of any other democratic nation, taking criticism further than would be expected and using Nazi comparisons when criticising Israel.
 - Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- That Southwark Council takes all incidents of antisemitism very seriously
- That adopting this definition would demonstrate the seriousness with which we take antisemitism

3. Council assembly resolves:

- To therefore adopt the IHRA's non legally binding working definition of antisemitism:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

UPHOLDING A WOMAN'S RIGHT TO A LEGAL ABORTION

Council assembly notes:

1. That 50 years ago the Abortion Act 1967, was introduced by Liberal MP David Steel as a Private Members Bill, and passed in a free vote, making abortion legal in Great Britain, although not Northern Ireland.
2. That this motion is not about the arguments for or against abortion but rather about a woman's legal right to go to a clinic without intimidation or harassment.
3. That members will have their own personal views about abortion and that these should be respected.
4. That anti-abortion protesters have been protesting outside Blackfriars Medical Centre in Colombo Street, SE1, which is an NHS GP practice, for at least 3 years where a British Pregnancy Advisory Service (BPAS) clinic is based.
5. That the anti-abortion protestors have emotional and distressing images and have body cameras, that they claim to have for their own protection, which can also capture those coming and going from the clinic.
6. The cross party campaign by a number of members of parliament, including Labour MPs Diane Abbott and Rupa Huq, to introduce "buffer zones" and notes a recent YouGov survey that showed that over half the MPs who responded supported a change in the law.
7. The motion passed by Ealing Council which "commits to fully explore every possible option" and "to take all necessary actions within its powers, utilising all necessary resources, to prevent anti-abortion protesters from intimidating and harassing women outside the Marie Stopes Clinic on Mattock Lane".

Council assembly resolves:

8. That while the right to protest is an important right in a free society, the right to advice and a legal safe abortion without intimidation and harassment for women should not be compromised by these protests.
9. To engage with other interested parties including BPAS, Blackfriars Medical Centre, Southwark Police, Neil Coyle MP, Cathedrals ward councillors, Southwark CCG (Clinical Commissioning Group) and local residents to consider whether similar action should be pursued outside the Blackfriars Medical Centre/BPAS clinic in Colombo Street and if necessary any other clinics in Southwark.
10. To investigate whether Southwark Council should work with Ealing Council, and other interested local councils such as Lambeth Council in regards to identifying the appropriate legislation to use to install a "buffer zone" outside our clinics and defend any potential legal challenge, recognising that Southwark residents may travel outside the borough to access abortions.
11. To support the campaign for new legislation to be introduced by the Government to legalise "buffer zones" outside abortion clinics.

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