

## Cabinet

Tuesday 26 June 2018

4.00 pm

Ground Floor Meeting Room G02C - 160 Tooley Street, London SE1 2QH

### Membership

Councillor Peter John OBE (Chair)  
Councillor Rebecca Lury

Councillor Evelyn Akoto  
Councillor Jasmine Ali  
Councillor Stephanie Cryan  
Councillor Richard Livingstone

Councillor Victoria Mills  
Councillor Leo Pollak

Councillor Johnson Situ  
Councillor Kieron Williams

### Portfolio

Leader of the Council  
Deputy Leader and Cabinet Member for  
Culture, Leisure, Equalities and Communities  
Community Safety and Public Health  
Children, Schools and Adult Care  
Housing Management and Modernisation  
Environment, Transport Management and Air  
Quality  
Finance, Performance and Brexit  
Social Regeneration, Great Estates and New  
Council Homes  
Growth, Development and Planning  
Jobs, Skills and Innovation

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#### Contact

Paula Thornton 020 7525 4395 or email: [paula.thornton@southwark.gov.uk](mailto:paula.thornton@southwark.gov.uk)

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Members of the committee are summoned to attend this meeting

#### Councillor Peter John

Leader of the Council  
Date: 18 June 2018



# Cabinet

Tuesday 26 June 2018  
4.00 pm

Ground Floor Meeting Room G02C - 160 Tooley Street, London SE1 2QH

## Order of Business

Item No.	Title	Page No.
	<b>PART A - OPEN BUSINESS</b>	
	<b>MOBILE PHONES</b>	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
<b>1.</b>	<b>APOLOGIES</b>	
	To receive any apologies for absence.	
<b>2.</b>	<b>NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT</b>	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
<b>3.</b>	<b>NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED</b>	1
	To note the items specified which will be considered in a closed meeting.	
<b>4.</b>	<b>DISCLOSURE OF INTERESTS AND DISPENSATIONS</b>	
	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.	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>	
	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 20 June 2018.	
6.	<b>MINUTES</b>	2 - 15
	To approve as a correct record the minutes of the open section of the meeting held on 13 March 2018.	
7.	<b>DEPUTATION REQUESTS</b>	
	To consider any deputation requests. The deadline for the receipt of deputation requests is midnight Wednesday 20 June 2018.	
8.	<b>COUNCIL PLAN 2018-19 - 2021-22</b>	16 - 42
	To agree the proposed council plan 2018-19 – 2021-21 for consultation.	
9.	<b>SOUTHWARK SKILLS STRATEGY - DELIVERY PLAN</b>	43 - 76
	To approve the proposed Southwark Skills strategy delivery plan.	
10.	<b>GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - PROFESSIONAL TECHNICAL SERVICES FRAMEWORKS</b>	77 - 98
	To approve the procurement strategy for two frameworks (a professional technical services framework and an architect framework).	
11.	<b>RESPONSE TO HOUSING AND COMMUNITY SAFETY SCRUTINY SUB-COMMITTEE REVIEW OF RESIDENT ENGAGEMENT</b>	99 - 107
	To approve the establishment of a co-design panel of residents to review the housing engagement and involvement structure.	
12.	<b>GATEWAY 2: CONTRACT AWARD APPROVAL - SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITY (SEND) TAXIS FOR CHILDREN, YOUNG PEOPLE AND VULNERABLE ADULTS</b>	108 - 121
	To approve the appointment of companies for the provision of special educational needs and/or disability (SEND) taxi for children, young people and vulnerable adults.	

<b>Item No.</b>	<b>Title</b>	<b>Page No.</b>
<b>13.</b>	<b>GATEWAY 2: CONTRACT AWARD APPROVAL - SOUTHWARK SOLICITORS FRAMEWORK</b>	122 - 137
	To approve the award of the Southwark Solicitors' framework for a period of four years commencing on 23 July 2018.	
<b>14.</b>	<b>APPOINTMENTS TO OUTSIDE BODIES 2018-19</b>	138 - 147
	To consider and agree appointments to outside bodies for the 2018-19 municipal year.	
<b>15.</b>	<b>NOMINATIONS TO PANELS, BOARDS AND FORUMS 2018-19</b>	148 - 154
	To agree the allocation of places to the panels, boards and forums for the 2018-19 municipal year.	
<b>16.</b>	<b>MOTIONS REFERRED FROM COUNCIL ASSEMBLY</b>	155 - 163
	To consider motions on:	
	<ul style="list-style-type: none"> <li>• Future of Southwark, Opportunities and Challenges</li> <li>• Busking</li> <li>• Improving Mental Health and Wellbeing in Southwark.</li> </ul>	
	<b>DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING</b>	
	<b>EXCLUSION OF PRESS AND PUBLIC</b>	
	The following motion should be moved, seconded and approved if the cabinet wishes to exclude the press and public to deal with reports revealing exempt information:	
	"That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1-7, Access to Information Procedure Rules of the Constitution."	
	<b>PART B - CLOSED BUSINESS</b>	
<b>17.</b>	<b>MINUTES</b>	
	To approve as a correct record the closed minutes of the meeting held on 13 March 2018.	
<b>18.</b>	<b>GATEWAY 2: CONTRACT AWARD SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITY (SEND) TAXIS FOR CHILDREN, YOUNG PEOPLE AND VULNERABLE ADULTS</b>	

**Item No.**

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- 19. GATEWAY 2: CONTRACT AWARD APPROVAL - SOUTHWARK SOLICITORS FRAMEWORK**

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

Date: 18 June 2018



**Notice of Intention to conduct business in a closed meeting,  
and any representations received**

**Cabinet 26 June 2018**

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that the council give a 28 notice period for items to be considered in private/closed session. This has been implemented through the publication of the council's forward plan.

The council is also required under these arrangements to give a further five days notice of its intention to hold the meeting or part of the meeting in private/closed session and give details of any representations received in respect of the private meeting.

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 26 June 2018 at 4.00pm, Council offices, 160 Tooley Street, London SE1 2QH will be held partly in closed session for consideration of the following items listed on the agenda:

**Item 18: Gateway 2: Contract Award Special Educational Needs and/or Disability (SEND) taxis for children, young people and vulnerable adults**

**Item 19: Gateway 2: Contract Award Approval – Southwark Solicitors Framework**

The proper officer has decided that the agenda papers should not be made available to the press and public on the grounds that they involve the likely disclosure of confidential or exempt information as specified in categories 1 - 7, of the Access to Information Procedure Rules of the Constitution. The reason for both reports is that they contain information falling within category 3: information relating to the financial affairs of any particular person (including the authority holding that information).

In most cases an open version of a closed report is produced and included on the agenda.

No representations have been received in respect of the items listed for consideration in closed session. Any representations received after the issuing of this notice will be reported at the meeting.

Paula Thornton  
For Proper Constitutional Officer

**Dated:** 18 June 2018



## Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 13 March 2018 at 4.00 pm at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Peter John OBE (Chair)  
Councillor Stephanie Cryan (Vice-Chair)  
Councillor Maisie Anderson  
Councillor Fiona Colley  
Councillor Barrie Hargrove  
Councillor Richard Livingstone  
Councillor Victoria Mills  
Councillor Johnson Situ  
Councillor Ian Wingfield  
Councillor Mark Williams

### 1. APOLOGIES

There were no apologies for absence.

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

There were not late items. Supplementary information containing corrections to a report and additional comments from officers in respect of items 8, 9 and 13 was circulated at the meeting.

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

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

### 4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

## 5. PUBLIC QUESTION TIME (15 MINUTES)

### Public Question from Ms Victoria Briden

The heating and the hot water has been off a significant amount of times since Christmas and especially the last few weeks on the Aylesbury Estate. Why is this, as leaseholders paid for replacement pipes and boiler in 2013 and 2014?

### Response by Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing

Large sections of the underground distribution pipework were replaced between 2013 and 2015 to tackle a major problem of underground leaks, which were causing widespread disruption to heating and hot water and, on many occasions, lengthy loss of both.

Although the problem caused by leaks is now fixed, the Aylesbury still relies on a central boiler house which serves various plant rooms across the estate, that in turn serve a number of blocks. The boilers are still the original, although have been extensively repaired in the past and had new burners fitted in the last few years, and in the severe weather had not always been able to cope with demand, or in some cases a problem had occurred in one of the plant rooms. If there is a problem with or in the boiler house it affects the whole estate, while a problem in a plant room will affect the blocks it serves.

There have been an unusually high number of heating and hot water outages affecting Taplow since Christmas; 12 in total, which is far too many. Some have been resolved quickly, and some involving the boilers that serve the whole estate have taken longer. I am aware that residents at Taplow also suffered from low hot water temperatures during January because part of the equipment that supplies the hot water had to be replaced. Most of the outages have been due to the boilers or associated equipment in plant rooms.

Because of the number of outages that have affected the whole estate, I have instructed officers to see what can be done to ensure a better service going forward. This will include increasing planned maintenance and identifying any investment or minor refurbishment need that is needed.

### Supplemental question

How can you do more to ensure there are no further interruptions, the water was turned off yesterday and will be turned off again tomorrow?

Councillor Cryan explained that the planned outages for the next couple of days was to enable essential works to be carried out to try and prevent future outages.

### Public Question from Mr Felix Badu

On 31<sup>st</sup> October 2017 at Cabinet, the council proposed to bring back 2 further reports to Compulsory Purchase 57-76 Northchurch, and 1-30 Foxcote and 140 Albany Road. When will the council bring back both of these reports, as residents need to know when they will be under CPO?



**Response by Councillor Mark Williams, Cabinet Member for Regeneration and New Homes**

The reports on progressing the Compulsory Purchase Orders for these properties will be presented to a Cabinet in Summer 2018. In the meantime the council is continuing to negotiate to acquire the interests.

**Supplemental question**

Mr Badu explained that he was not aware of any negotiations currently and asked if cabinet could let him know who the council was negotiating with.

Councillor Mark Williams advised that negotiations were underway and Carter Jonas Estate Agents and Property Consultants had been appointed to act on the council's behalf. He advised that he would ensure that someone from the office of Carter Jonas would be in contact with him as soon as possible.

**Public Question from Mr Toby Eckersley**

Could it be explained what progress is being made towards implementing the indications given in evidence by the council at the Aylesbury Public Inquiry in January 2018 that action would be taken by cabinet in March with regard to improving the terms for homeowners displaced by regeneration schemes?

**Response by Councillor Mark Williams, Cabinet Member for Regeneration and New Homes**

A report addressing these points is currently under consideration and a decision is anticipated within the next two weeks.

**6. MINUTES**

**RESOLVED:**

That the minutes of the meeting held on 6 February 2018 be approved as a correct record and signed by the chair.

**7. DEPUTATION REQUESTS**

There were no deputation requests.

**8. PETITION FROM METROPOLITAN TABERNACLE CHURCH, ELEPHANT AND CASTLE - PARKING ISSUES**

The cabinet received a petition from Ms Chris Cooper, Member of the pastoral staff and Mrs Bunmi Ireland, Children's Ministry co-ordinator.

Mr Cooper gave the cabinet a brief explanation of the history of Metropolitan Tabernacle Church and how the church services operated and broadcasted.

Mr Cooper advised that their largest ministry which is impacted most by parking regulations and access issues were the children's ministries in the community of South London.

Mrs Ireland explained that all of them had 5 Sunday schools across South London of which four were in Southwark and one in Lambeth. All of their Sunday schools use mini buses which are stationed at the Tabernacle and used to full capacity for safe collection from and to homes – used by the children and teenagers who attended their Sunday schools and week night meetings.

They have 700 plus children who attend on a Sunday and 1,200 children registered. She stressed that it was a major operation, entirely funded by the church. No charges were made to parents or to the young people who attend. The church sought to do this operation safely, responsibly and in an orderly manner. They also had 200 plus volunteers, many of whom came by public transport but some transported their families in their cars. The volunteers and their families stayed for the whole day and use their cars also to collect other children. Alongside the private cars they had a fleet of 20 mini buses – these buses were also used to collect elderly and disabled members of their congregation.

The parents relied on the mini bus operation for the safe transportation of their children.

Mr Cooper explained that there were four initiatives that affected them strongly; the redevelopment of the Elephant and Castle for which they will lose quite a lot of parking; during the building of Number One, Elephant and Castle double yellow lines were installed, for safety of construction but Southwark didn't enforce the double yellow lines on Sundays so that they could function freely – this agreement ran for five years, but was suddenly withdrawn on the 1 February without notice or consultation; the review of the C2 controlled parking zone, which has a long list of proposals, but again there had been no consultation or discussions with the church, the main concern with the proposal at paragraph W which was to turn all remaining single yellow lines to double yellow lines which would remove all the parking in the local streets; Proposal to place barrier across Dante Road, which is close to their building, to prevent a rat run which had developed through Brooke Drive after the redevelopment of the TfL road system around the Elephant and Castle. The barrier is a major problem to them and again they had not been consulted.

He informed the cabinet that they had a meeting with council officers last week which had resulted in positive progress, however he felt that they should be consulted before initiatives are taken by the council and taken more seriously.

The impact on parking facilities seriously threatened the continued work at the Tabernacle and their very well meaning volunteers.

Councillor Ian Wingfield, Cabinet Member for Environment and Public Realm assured Mr Cooper and Mrs Ireland that the comments they had raised would be taken into account and apologised for the lack of consultation on the initiatives mentioned.

Councillor Wingfield agreed to look into the enforcement issue of the double yellow lines on Sundays. On the Dante Road proposal, if this was an experimental scheme for 12 months then they would be able to make their opinions known during that period and if revisions were required to the scheme then these could be carried out. He also indicated that the council was looking at alternative sites to the west and to the south of the Tabernacle

to see if their mini buses could be accommodated there.

Councillor Mark Williams, Cabinet Member for Regeneration explained that one of the key driving factors for the council is to improve air quality in the borough, particularly at the Elephant and Castle, so in planning policies at Elephant and Castle and across the borough, car parking at residential developments had been significantly reduced. He suggested that they discuss with Delancy, owners of the Elephant and Castle shopping centre to see if there are more bays that they could use.

He stressed that the council wanted to make Elephant and Castle a more pleasant environment to live, work and visit.

**9. RESPONSE TO DEPUTATION REQUEST FROM LOCAL RESIDENTS IN RESPECT OF CPZ ZONE L - NORTHERN END OF GROVE LANE, SE5**

**RESOLVED:**

That the information contain in the officer report be noted.

**10. FEEDBACK FROM SOUTHWARK CONVERSATION**

**RESOLVED:**

1. That the initial findings from the Southwark Conversation, as set out in the report at Appendix 1 be noted.
2. That the comprehensive response to the engagement exercise be noted and welcomed and all those who participated in the Conversation be thanked for taking the time to provide their views and opinions.
3. That officers undertake further, more detailed analysis recognising the richness and diversity of the feedback with a particular focus on housing, community and public realm as the three top themes that people were most likely to mention when talking about change in the borough.
4. That it be noted that the outcomes from analysis will support the development of a new Council Plan in the summer.
5. That following analysis, a final feedback report, including actions to be taken forward be received in July 2018.

**11. SUICIDE PREVENTION STRATEGY AND ACTION PLAN 2017-2022**

**RESOLVED:**

That the Suicide Prevention Strategy and Action Plan be approved.

**12. GATEWAY 3: VARIATION DECISION - HIGHWAYS AND PROFESSIONAL SERVICES  
- EXTENSION OF EXISTING CONTRACT****RESOLVED:**

1. That the extension of the Highways and Professional Services (HAPS) contract with Conway Aecom Ltd from its expiry on 31 March 2019 at a cost of approximately £20m for a maximum period of up to two years and as further detailed in paragraph 26 of the report be approved.
2. That the approval of the period of extension (within the 2 year maximum) be delegated to the strategic director for environment and social regeneration.
3. That it be noted that a further Gateway 0 report will be submitted to the relevant cabinet member for consideration setting out the future delivery options for highways services subsequent to this extension.
4. That the intention to provide resilience by entering into framework agreements with alternative suppliers for both scheme works delivery and professional design services, agreed under a separate governance process be noted.

**13. PROGRESS REPORT - IN-HOUSE REPAIRS SERVICE****RESOLVED:**

1. That the progress made to date to ensure a fit for purpose borough-wide repairs service is in place on 2 October 2018 at the end of the Mears contract be noted.
2. That the commitment to repairs being brought back in house as set out in the Gateway 0 report of 12 December 2017 be reaffirmed and this report acts as the Gateway One necessary to approve the insourcing of the work, including the TUPE transfer of staff.
3. That officers continue the work preparing for this as set out in the report.
4. That it be noted that a further report around progress will be brought back to Cabinet later in 2018
5. That the decision to approve major terms and conditions of employment outside the national and provincial schemes be delegated to the appropriate Chief Officer.

**14. COUNCIL PLAN INTERIM PERFORMANCE REPORT 2014-15 TO 2017-18****RESOLVED:**

That the council's performance over 2014/15 – 2017/18 against the Council Plan 2014 – 2018 be noted.

## 15. GATEWAY 0: NURSING CARE STRATEGIC OPTIONS ASSESSMENT

### RESOLVED:

1. That the strategic options assessment which recommends procurement to achieve better value for money on nursing care spend be approved.
2. That it be noted that this report sets out the need and approach to repatriating spend on nursing home placements back to the borough and the need to ensure a more robust approach to contracting placements generally. Given the recommendation to procure, this may lead to one or more Gateway 1 reports to reflect the differing contracting arrangements that may be required for in borough and out of borough provision.
3. That it be noted that procurement will be the best way of obtaining maximum value for money when purchasing beds in and outside of the borough and the most appropriate approach to support the commissioning intention to increase access to local nursing home beds to over 300 by 2020 as set out in December 2017 Cabinet report.

## 16. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - CARE AT HOME AND COMMUNITY FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)

### RESOLVED:

1. That the procurement strategy outlined in this report for Care at Home for Children and Young people with Special Educational Needs and Disabilities (SEND), namely to create an outcomes-based framework in partnership with NHS Southwark CCG with an estimated total value of £13.8 million be approved. The contract is expected to start on 3 December 2018.
2. That that the estimated value of services purchased by the Council through the framework to be £2.6 million per annum, for a period of up to three years (two years plus option to extend for one year) making a total contract value of £7.8 million be noted.
3. That it be noted that NHS Southwark Clinical Commissioning Group (CCG) will be invited to participate in the framework agreement with an estimated spend by the CCG of £2 million annually, for continuing care needs for children with disabilities, making a total contract value of £6 million over three years.
4. That it be noted that this form of homecare service for young people will follow the Southwark Ethical Care Charter.

## 17. SOUTHWARK SCHOOL DESIGN GUIDELINES

### RESOLVED:

That the draft Southwark School Design Guidelines as set out in the appendix to the

report be approved for consultation, to be returned to Cabinet for final approval later in 2018.

**18. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL ABBEYFIELD ESTATE HINE (MAYDEW HOUSE) WORKS**

**RESOLVED:**

1. That the further revised procurement strategy set out in the report reverting back to the EU restricted tender process with a total estimated contract value of £61.5 million, which is split across Abbeyfield Estate HINE (Maydew House) with an estimated value of £39 million and the new build development at the Bede Centre with an estimated value of £22.5 million, for an estimated period of 208 weeks from July 2019 be approved.
2. That it be noted that there are estimated professional fees of £4 million which includes £1 million recharged to capital for the internal staff element. This makes a total estimated scheme cost of £65.5 million.

**19. JOSEPH LANCASTER ESTATE, DEVERELL STREET, SE1 - GRANT OF LONG LEASE AND HOUSING FUNDING AGREEMENT**

**RESOLVED:**

1. That it be noted that officers have carried out a due diligence exercise on the Leathermarket Community Benefit Society in connection with the application for funding of a development of 40 new council funded homes at council rents on the former Joseph Lancaster Nursery Site and that this has informed the officer recommendations to cabinet.
2. That the Leathermarket CBS business plan (at Appendix 2 of the report) be noted and it also be noted that it shows a viable position over 30 years based on the council's financial support.
3. That the strategic director of housing and modernisation be authorised to enter into negotiation on an Agreement for Lease and grant of a long leasehold interest of the Land on the Joseph Lancaster Estate, Deverell Street, London SE1 ("the Property"), as shown edged blue on the plan attached at Appendix 1 of the report, with the Leathermarket Community Benefits Society (CBS) on the same basis as agreed for the first development site: undertaken by the CBS at Kipling Garages and that any variations be delegated to the Strategic Director of Housing & Modernisation to agree and subject to reaching agreement on the conditional matters set out in decision 6 below.
4. That the strategic director of housing and modernisation and strategic director of finance and governance be authorised to enter into negotiation on a funding agreement through either a loan or a Housing Grant Agreement to a maximum sum of £12,163,234, to enable the development of land on the Joseph Lancaster Estate, Deverell Street, London SE1 ("the Property") by the Leathermarket Community Benefit Society Limited (CBS) and that any variations be delegated to the Strategic Director of Housing & Modernisation to agree.

5. That it be noted that final agreement will be subject to reaching agreement on a number of conditional matters which need to be fulfilled before the lease can be granted and the Funding Agreement signed by officers. These include:
- Satisfactory preliminary site investigations.
  - Grant of satisfactory building consents/planning permission secured.
  - Agreement on the mechanism for project delivery finance secured through the council's Housing Investment Programme.
  - Officers' agreement on the detailed final cost plans for the Scheme including professional fees and the CBS client fee.
  - Agreement on any outstanding legal issues.
  - The inclusion of clauses on letting the new homes at council rents, the council's normal policies on London Living Wage and social value through for example apprenticeships and requirements relating to the practice of blacklisting' as set out in the council's Fairer Future Procurement Strategy.
  - Agreement to authorise that the land on the Joseph Lancaster Estate, Deverell Street, London SE1 ("the Property"), as shown edged blue on the plan attached at Appendix 1 is appropriated for planning purposes to be held pursuant to the provisions of Section 237 of Town and Country Planning Act 1990 for planning purposes in accordance with the Power of appropriation: Section 122 of the Local Government Act 1972. This appropriation will be subject to receipt of planning permission.
  - Completion of a property due diligence exercise on the site which will include ensuring that there are no other rights or interests in any of the land.
6. That it be noted that a planning application for the scheme (17/AP/4661) has been submitted by the CBS and will be considered by the planning committee in due course.
7. That officers develop a policy that sets out the council's criteria for the agreement of requests of this type for land and funding.

**20. GATEWAY 0: FACILITIES MANAGEMENT CONTRACT FOR THE COUNCIL'S OPERATIONAL ESTATE**

**RESOLVED:**

That the recommended strategic delivery option to divide the corporate facilities management services into three areas; in-house services, and soft and hard services (which will be subject to a tender process) be approved. For further details see paragraphs 37-39 of the report.

**21. GATEWAY 2: CONTRACT AWARD APPROVAL - DOOR ENTRY AND WARDEN CALL CONTRACT**

**RESOLVED:**

That the award of the Door Entry and Warden Call contract to Silk and Mackman Services Limited at an estimated annual cost of £1,210,000 for a period of four years

from 1 June 2018 with the option to extend for a period of up to 2 years making a total estimated contract value of £7,260,000 be approved.

**22. GATEWAY 2: CONTRACT AWARD APPROVAL - COMMUNAL LIGHTING AND ELECTRICAL TESTING CONTRACTS - CONTRACT A: NORTH OF THE BOROUGH AND CONTRACT B: SOUTH OF THE BOROUGH**

**RESOLVED:**

1. That the award of Contract A - Communal Lighting and Electrical Testing to BCS (Electrical and Building) Ltd for the estimated sum of £1.85m per annum for a period of 4 years from 2 July 2018 with the option to extend by a further 2 year period, making a total estimated value of £11.1m be approved.
2. That the award of Contract B - Communal Lighting and Electrical Testing to Spokemead Maintenance Limited for the estimated sum of £1.53m per annum for a period of 4 years from 2 July 2018 with the option to extend by a further 2 year period, making a total estimated value of £9.18m be approved.
3. That it be noted that BCS (Electrical and Building) Ltd and Spokemead Maintenance Ltd will act as back up contractor to each other on their own tendered rates when required.

**23. CANADA WATER DEVELOPMENT AGREEMENT**

**RESOLVED:**

1. That the Council enter into the master development agreement for the site shown at Appendix 1 of the report with British Land on the basis outlined in the report.
2. That agreement be given to take a long lease of all of British Land's freehold interests within the master development agreement area pursuant to s227 of the Town and Country Planning Act 1990 on the basis outlined in the report.
3. That authority be delegated to the director of regeneration to conclude by 31 May 2018 the legal documentation for the master development agreement and any other documents arising there from in a way that is consistent with the information in the body of the report.
4. That authority be delegated to the director of regeneration to enter into a CPO indemnity agreement.
5. That the masterplan summarised in Appendix 5 & 6 of the report which will provide the framework for the redevelopment of the area over the next 15 years be endorsed.
6. That final authority be delegated to the director of regeneration as landowner to agree the submission of the planning application consistent with the masterplan framework summarised in Appendix 5 and 6 of the report.
7. That it be confirmed that plot A2 is the preferred location for the new Canada Water



leisure centre and the framework for taking forward the project as set out in paragraphs 52-58 of the report be endorsed.

8. That the four social regeneration themes outlined in paragraph 60 of the report be endorsed.
9. That officers be instructed to complete work on the social regeneration charter taking into account work undertaken as part of the Southwark conversation and report back to cabinet before the planning application is determined.

#### **24. AIR RIGHTS ABOVE 2-68 AND 70-136 CHILTON GROVE, SURREY QUAYS**

##### **RESOLVED:**

1. That it be confirmed that the air-rights above 2 - 68 and 70 - 136 Chilton Grove shown edged on the plan at Appendix A of the report that are currently held for housing purposes are no longer required for that purpose and the appropriation of the rights 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 the air-rights above the buildings edged on the plan at Appendix A will no longer be required for planning purposes and the appropriation of the rights 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. BEDE CENTRE, ABBEYFIELD ESTATE, ROTHERHITHE**

##### **RESOLVED:**

1. That it be confirmed that the Bede Centre shown edged 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 the Bede Centre shown edged 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. AIR-RIGHTS ABOVE DAMORY HOUSE, ABBEYFIELD ESTATE, ROTHERHITHE**

##### **RESOLVED:**

1. That it be confirmed that the air-rights above Damory House Abbeyfield Road shown

edged on the plan at Appendix A of the report that are currently held for housing purposes are no longer required for that purpose and the appropriation of the rights 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 the air-rights above the property edged on the plan at Appendix A will no longer be required for planning purposes and the appropriation of the rights 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.

## **27. MAYDEW HOUSE, ROTHERHITHE**

### **RESOLVED:**

1. That it be confirmed that Maydew House shown edged 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 Maydew House shown edged 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.

## **28. AIR-RIGHTS ABOVE THAXTED COURT, ABBEYFIELD ESTATE, ROTHERHITHE**

### **RESOLVED:**

1. That it be confirmed that the air-rights above Thaxted Court Abbeyfield Road shown edged on the plan at Appendix A of the report that are currently held for housing purposes are no longer required for that purpose and the appropriation of the rights 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 the air-rights above the property edged on the plan at Appendix A of the report will no longer be required for planning purposes and the appropriation of the rights 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.

**29. PROPOSED ACQUISITION OF FREEHOLD INTEREST IN OFFICE ACCOMMODATION  
132 QUEENS ROAD, LONDON SE15 2HP**

**RESOLVED:**

1. That the circumstances leading to the proposed acquisition of the freehold interest in 132 Queens Road and actions and investment due diligence being undertaken by officers and their advisors be noted.
2. That the acquisition of the freehold interest in 132 Queens Road (identified edged black on the plan in Appendix 1) and related costs be approved.
3. That authority be delegated to the Chief Executive, advised by and in consultation with the Strategic Director of Finance and Governance and Head of Property, to:
  - a. Complete the purchase of the freehold interest in the asset;
  - b. Agree detailed transactional terms pursuant to the Heads of Terms;
  - c. Agree the financing structure to be adopted to fund the acquisition of the assets.

**30. ACQUISITION OF CHAMPION HILL, EDGAR KAIL WAY SE22**

**RESOLVED:**

1. That the acquisition of land at the Champion Hill stadium site, Edgar Kail Way for the purposes as to part of the site of housing delivery and the associated funding requirement as set out in the closed version of the report be approved.
2. That the director of regeneration be authorised to negotiate the purchase of the site and agree detailed heads of terms in line with the principal terms set out in the closed version of the report.

**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.

**31. PROPOSED ACQUISITION OF FREEHOLD INTEREST IN OFFICE ACCOMMODATION  
132 QUEENS ROAD, LONDON SE15 2HP**

The cabinet considered the closed information relating to this item. Please see item 29

above for decision.

**32. ACQUISITION OF CHAMPION HILL, EDGAR KAIL WAY SE22**

The cabinet considered the closed information relating to this item. Please see item 30 above for decision.

The meeting ended at 6.13 pm.

**CHAIR:**

**DATED:**

**DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 21 MARCH 2018.**

**THE ABOVE DECISIONS WILL NOT BE IMPLEMENTABLE UNTIL AFTER THAT DATE (WITH THE EXCEPTION OF ITEMS 29 – 32 WHICH ARE SUBJECT TO URGENT IMPLEMENTATION). 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.**

<b>Item No.</b> 8.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Council Plan 2018-19 – 2021-22	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Councillor Peter John, Leader of the Council	

## **FOREWORD - COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL**

Eight years ago we set out our vision to create a fairer future for all in Southwark.

Since 2010 we have delivered on our commitments to residents to make Southwark clean, green and safe, and given young people in the borough the best start in life. Now over 95% of our homes are decent, school standards are rising and we are building more quality affordable homes. Southwark has the largest council house building programme in the country and we are making it easier to lead healthy and active lives.

Southwark is leading the way not just in London, but across the country. Over the last four years the council has helped residents to be healthy by introducing free swim and gyms; with nearly half a million visits to our leisure centres since 2016. We have supported over 5,000 local people into jobs and created 2,000 apprenticeships, changing lives for the better. We are ensuring that more residents benefit from the opportunities that regeneration creates, building more homes of every kind and investing in libraries, leisure centres and parks. We have driven up the quality of homecare and supported carers through our Ethical Care Charter and we have encouraged more businesses in Southwark to pay the London Living Wage. Our schools are now amongst the best in the country, with over 90% rated 'good' or 'outstanding', and we've made Southwark an age friendly borough, so whatever your age you can get the best from life.

We are proud of our record and all that we have achieved, particularly as we have delivered these commitments at a time of huge financial pressure. We know that the challenges of 2010 and 2014 are not the same as the challenges of 2018 and so the solutions we offer now have to reflect these changing times. This Council Plan builds on our record of delivery over the last eight years, but offers a fresh approach, fit for the future, to move Southwark forward and make our borough fairer.

We will never stop being ambitious for the future. Southwark is an amazing place and this plan sets out how we will ensure everyone can benefit from all that the borough has to offer. I'm proud that I will be supported by an excellent new Cabinet who reflect the diversity and talent of the borough and a team of council officers who represent the best that local government has to offer. Together we will deliver on our commitments set out in this plan. The council can only deliver on our ambitions for Southwark with the work, help and support of the many people and organisations across the borough who contribute so much to making Southwark what it is. I would like to thank all of our partners, faith groups, volunteers, community leaders, sports clubs, businesses and all organisations who give time, energy and talents to making Southwark the great

borough that it is. We look forward to working with many of you to achieve our ambitions as we continue to deliver a fairer future for all in Southwark.

## **RECOMMENDATIONS**

That cabinet:

1. Agrees to the proposed Council Plan 2018-19 – 2021-22.
2. Agrees that the Leader, in consultation with Cabinet, approves the final format of the Council Plan 2018-19 – 2021-22 for agreement by Council Assembly on 28 November 2018, following a period of consultation.
3. Instruct officers to work with Cabinet members to develop detailed performance schedules for the Council Plan based on eight priority themes.
4. Agrees to the proposed arrangements for monitoring and reporting on progress against the Council Plan 2018-19 – 2021-22, as noted in paragraphs 14 to 16.

## **BACKGROUND INFORMATION**

5. The Council Plan is Southwark Council's (the council's) overarching business plan setting out the programme of work that the council will achieve over the period 2018-19 to 2021-22. It is a clear statement to the residents, businesses, local voluntary/community sector organisations and other stakeholders of that programme and how the council will continue to deliver a fairer future for all in Southwark.
6. This Council Plan covering the period from 2018-19 – 2021-22 builds on the achievements of the organisation's previous Council Plan, which included key commitments such as delivering free swim and gym, delivering new affordable homes, making council homes warm, dry and safe and supporting over 5,000 residents into employment.
7. Our continued vision is for a fairer future for all in Southwark. This is expressed through a set of seven "vision statements" that are at the heart of what we want to achieve for Southwark over the next four years.
8. This Council Plan has been developed in the context of further substantial reductions in funding from central government. This funding, along with council tax and other income, makes up the resources to fund the services that we deliver to residents and businesses of Southwark. Despite these funding reductions from central government the council will continue to prioritise how it spends its money, keep council tax low and ensure we provide value for money, quality services.
9. Since May 2010, in light of unprecedented reductions in resources from government, the council has had to make very tough decisions about the allocation of our spending, whilst still being committed to delivery of the fairer future programme of business. The council will continue to listen to the community to protect valued frontline services and to innovate and modernise the way the council works, retaining the focus on being more efficient and a more effective partner with other organisations to ensure a fairer future for all.

## KEY ISSUES FOR CONSIDERATION

### The Council Plan

10. The Council Plan 2018-19 – 2021-22 includes:
- A vision for a fairer future for all in Southwark, including the seven key principles that underpin that vision;
  - A set of fairer future themes and commitments around which future delivery will be based;
  - An outline of the financial context in which the plan will be delivered.
11. The Council Plan is structured around eight priority themes. These reflect the things that the people of Southwark said were most important to them. These priority themes are:
- A place to call home
  - A place to belong
  - A greener borough
  - A full employment borough
  - A healthier life
  - A great start in life
  - A safer community
  - A vibrant Southwark
12. These themes will guide our future budget planning and how we organise the way we monitor and report on the progress of the plan. Each theme will include a set of commitments underpinned by a series of “measures” and “milestones” that show in a clear and transparent way, how our performance will be judged. These measures and milestones will be developed in conjunction with the budget setting process.

### Our Vision for a Fairer Future

13. The council kept the ten promises it made to the residents and businesses of Southwark in 2014. This plan now sets out seven new vision statements to ensure a fairer future for all:
- The best start in life: clean air, great schools and an opportunity to thrive.
  - The quality homes that you and your family need.
  - Fighting for you, on your side in challenging and uncertain times.
  - A great place to live with clean, green and safe communities.
  - A healthy borough where your background doesn't determine your life chances.
  - Full employment, where everyone has the skills to play a full part in our economy.
  - A modern efficient council: working with the community, listening to residents and open to you.

### Monitoring, reporting and communicating on progress

14. The Council Plan contains a range of promises and commitments which the council will work towards over the coming four years. More detailed

performance schedules will be developed for each Council Plan theme with responsibility for each commitment apportioned across the cabinet portfolios.

15. Starting with cabinet and working through to individual members of staff, we will ensure that the whole organisation is working towards delivering our Council Plan. We will identify a lead cabinet member and chief officer for each commitment set out in the plan for transparency and accountability purposes.
16. To ensure that this plan has real impact, the measures and milestones that will underpin it will be monitored every three months to assess progress. The cabinet will receive quarterly monitoring reports on progress against the measures and milestones that will be set out in a performance schedule for each Council Plan theme. The Leader will present an annual performance report on progress to council assembly in July each year. The council's website will be the primary channel of communication, with updates also provided through our Southwark Life magazine.

### **Consultation**

17. The Southwark Conversation, running from 19 October to 24 December 2017, was a conversation with communities about wellbeing and the future of the borough. The conversation drew on a range of engagement methods to generate 2,923 individual responses, representing the largest borough wide response of its type. Initial findings were presented to Cabinet in March 2018 and further, more detailed analysis is being undertaken which has fed into the development of the new Council Plan, meaning the feedback from the Southwark Conversation has directly shaped priorities.
18. In accordance with the council's constitution, upon the recommendations in the attached Council Plan 2018-19 – 2021-22 being agreed, these proposals will be subject to a period of consultation.
19. It will include engagement with the chairs of the overview and scrutiny committee and its sub committees and engagement with other stakeholders as appropriate. If the consultation leads to any significant changes to the Council Plan, the revised plan will be brought to cabinet on 30 October 2018 for consideration. The final format of the Council Plan will be presented to council assembly in November 2018, having given regard to the outcomes of the consultation.

### **Community impact statement**

20. The council has a vision to create a fairer future for all by promoting social and economic equality in an economically vibrant borough. The Council Plan describes how we'll deliver our fairer future vision through the commitments made to the people of Southwark. The council's commitment to equality and fairness runs throughout this plan, in line with our equality and diversity policies.
21. The proposed commitments may have an impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics. In line with the council's approach to equality, as the performance schedules are developed over 2018-19, more detailed equality analysis will be undertaken.
22. The Forum for Equalities and Human Rights in Southwark (FEHRS) will be



consulted, including on the development of the equality analysis that will support the Council Plan 2018-19 – 2021-22.

23. We will give due consideration to the Public Sector Equality Duty (PSED) as a positive duty to consider the promotion of equality throughout the work of the Council Plan and implementation process. We will also publish information on our website to show how we implement the PSED in our work and performance.

### **Policy implications**

24. The Council Plan is Southwark Council's (the council's) overarching business plan setting the overall policy direction for the period 2018-19 – 2021-22. The plan will guide the development and delivery of, and align with, other key council strategies and plans, over that period.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

25. It was previously a requirement for local authorities to publish a best value performance plan. The Local Government and Public Involvement in Health Act 2007 removed the powers of the Secretary of State to specify performance indicators and standards for local authorities, the duty on authorities to meet such standards and to publish best value performance plans. However, a local authority is still required by the Local Government Act 1999 to achieve "best value", in other words, to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council Plan is one of the ways the council can demonstrate that it is achieving this requirement.
26. In deciding how to fulfil the best value duty, the council consults representatives from a wide range of local people, including representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in the local area. Consultation should also include local voluntary and community organisations and small businesses.
27. The report refers to consultation already undertaken as part of the "Southwark Conversation", and that the new proposed plan will be subject to a further period of consultation. In order to ensure any consultation is fair, the following fundamental principles of sound consultation should be followed: consultation should happen when the proposals are still at a formative stage; sufficient information should be given to enable the proposal to be intelligently considered; adequate time for responses should be given; and decision makers must conscientiously take into account responses to a consultation before finalising any proposal (see the Supreme Court decision in *R (Moseley) v Haringey London Borough Council* (2014)).
28. The report recognizes the possibility that there will be an impact on residents who possess one or more of the protected characteristics as defined by the Equality Act 2010, and notes that further equalities analysis will be undertaken. Cabinet is reminded that the council, in the exercise of all its functions, must have due regard (section 149 Equality Act 2010) to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons

who share a relevant protected characteristic and those who do not share it. Any future equalities analysis will need to be considered in consideration of this duty.

### Strategic Director of Finance and Governance

29. This report seeks cabinet agreement to the proposed Council Plan 2018-19 – 2021-22 and to agree a period of consultation prior to final agreement by Council Assembly on 28 November 2018.
30. The strategic director of finance and governance notes that there are no new immediate financial implications arising from this report.
31. Staffing and any other costs connected with any consultation on the proposed plan are to be contained within existing departmental revenue budgets.
32. The strategic director of finance and governance expects that financial appraisals will be carried out as any new plans are developed and will be subject to future reports, including identifying the revenue or capital resources for any new commitments.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Plan Interim Performance Report 2014-15 – 2017-18	160 Tooley Street PO Box 64529 London SE1P 5LX	<a href="mailto:Matthew.little@southwark.gov.uk">Matthew.little@southwark.gov.uk</a>
<b>Link:</b> <a href="http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan">http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan</a>		
Council Plan 2014-15 -2– 2017-18 (Refreshed version)	160 Tooley Street PO Box 64529 London SE1P 5LX	<a href="mailto:Matthew.little@southwark.gov.uk">Matthew.little@southwark.gov.uk</a>
<b>Link:</b> <a href="http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan">http://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan</a>		

### APPENDICES

No.	Title
Appendix 1	Council Plan 2018-19 – 2021-22

**AUDIT TRAIL**

<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Matthew Little, Principal Strategy Officer Aine Gallagher, Principal Policy and Public Affairs Officer	
<b>Version</b>	Final	
<b>Dated</b>	15 June 2018	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		15 June 2018

# Council Plan

2018-19 – 2021-22

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○ A place to belong	
○ A greener borough	
○ A full employment borough	
○ A healthier life	
○ A great start in life	
○ A safer community	
○ A vibrant Southwark	

## Leader's Foreword

Eight years ago we set out our vision to create a fairer future for all in Southwark.

Since 2010 we have delivered on our commitments to residents to make Southwark clean, green and safe, and given young people in the borough the best start in life. Now over 95% of our homes are decent, school standards are rising and we are building more quality affordable homes. Southwark has the largest council house building programme in the country and we are making it easier to lead healthy and active lives.

Southwark is leading the way not just in London, but across the country. Over the last four years the council has helped residents to be healthy by introducing free swim and gyms; with nearly half a million visits to our leisure centres since 2016. We have supported over 5,000 local people into jobs and created 2,000 apprenticeships, changing lives for the better. We are ensuring that more residents benefit from the opportunities that regeneration creates, building more homes of every kind and investing in libraries, leisure centres and parks. We have driven up the quality of homecare and supported carers through our Ethical Care Charter and we have encouraged more businesses in Southwark to pay the London Living Wage. Our schools are now amongst the best in the country, with over 90% rated 'good' or 'outstanding', and we've made Southwark an age friendly borough, so whatever your age you can get the best from life.

We are proud of our record and all that we have achieved, particularly as we have delivered these commitments at a time of huge financial pressure. We know that the challenges of 2010 and 2014 are not the same as the challenges of 2018 and so the solutions we offer now have to reflect these changing times. This Council Plan builds on our record of delivery over the last eight years, but offers a fresh approach, fit for the future, to move Southwark forward and make our borough fairer.

We will never stop being ambitious for the future. Southwark is an amazing place and this plan sets out how we will ensure everyone can benefit from all that the borough has to offer. I'm proud that I will be supported by an excellent new Cabinet who reflect the diversity and talent of the borough and a team of council officers who represent the best that local government has to offer. Together we will deliver on our commitments set out in this plan. The council can only deliver on our ambitions for Southwark with the work, help and support of the many people and organisations across the borough who contribute so much to making Southwark what it is. I would like to thank all of our partners, faith groups, volunteers, community leaders, sports clubs, businesses and all organisations who give time, energy and talents to making Southwark the great borough that it is. We look forward to working with you to achieve our ambitions as we continue to deliver a fairer future for all in Southwark.

Cllr Peter John OBE  
Leader of Southwark Council

## The Cabinet

The Leader of the Council is elected by councillors to lead the council for a four year term. Cllr Peter John OBE has been Leader since 2010. The Leader has appointed a cabinet to lead the council's work for the coming year.

- **Leader of the Council**  
Cllr Peter John OBE
- **Deputy Leader and Cabinet Member for Culture, Leisure, Equalities and Communities**  
Cllr Rebecca Lury
- **Cabinet Member for Community Safety and Public Health**  
Cllr Evelyn Akoto
- **Cabinet Member for Children, Schools and Adult Care**  
Cllr Jasmine Ali
- **Cabinet Member for Housing Management and Modernisation**  
Cllr Stephanie Cryan
- **Cabinet Member for Environment, Transport Management and Air Quality**  
Cllr Richard Livingstone
- **Cabinet Member for Finance, Performance and Brexit**  
Cllr Victoria Mills
- **Cabinet Member for Social Regeneration, Great Estates and New Council Homes**  
Cllr Leo Pollak
- **Cabinet Member for Growth, Development and Planning**  
Cllr Johnson Situ
- **Cabinet Member for Jobs, Skills and Innovation**  
Cllr Kieron Williams

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

For further information see <http://www.southwark.gov.uk/council-and-democracy/councillors-and-mps/leader-of-the-council-and-cabinet-members>

## About the Council Plan

Southwark's Council Plan describes our vision for the borough. It sets out our priorities for the next four years, and the commitments that we have made to the people of Southwark. This 2018-22 plan builds on our proud record to deliver a fairer future for all.

The Council Plan is more than just a set of promises, it explains the type of borough we want to be and the values that will guide us to get there. It is the action plan for the council and will shape what every team and member of staff does and how we can work together as one council to achieve our shared ambition of a fairer future for all.

We have been talking to you and listening to you, most recently through the Southwark Conversation – our largest ever public consultation. The feedback we had from residents helped shape this plan and the key issues raised throughout the Southwark Conversation, for example the importance of community, affordable housing, transport, green spaces and air quality, are reflected in the commitments set out in this plan.

Southwark is a diverse and dynamic borough in the heart of London and this offers incredible opportunities, but we also face particular challenges as an inner London borough. In everything we do as a council, we will seek to promote equality. Our commitment to equality and fairness runs throughout this plan, both in the commitments we make to the people of Southwark, and the way we deliver services every day.

We have made this plan as clear and straightforward as we can, so that we are absolutely transparent and accountable for what we are doing. The cabinet and the council's senior management teams will be regularly monitoring our targets and reporting back on their progress. The cabinet will also receive an annual performance report each year covering the previous year's performance. All of this will be published so that you can see how we are doing and hold us to account.

Through the next four years we will engage with you – listening to your ideas and your concerns, working with you to find solutions to improve our borough. This plan tells you what we want to do, but we know we can only achieve it by working with you, together, to deliver a fairer future for all.



## Our vision

What does a fairer future for all mean? We have identified the five areas where we believe we can make a real difference to improve the lives of our residents, and transform our borough to be the very best it can be.

In Southwark a fairer future for all is:

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

We have moved a long way towards achieving this in the last eight years, and this Council Plan sets out the next steps and the direction we will take in the future. But we know that to achieve this we must be a council that works alongside you, listening to you and fighting for you. So, to do this our vision is also to be council that is:

- Fighting for you, on your side in tough and challenging times;
- A modern and efficient council: working with the community, listening to residents and open to you.

## Our values

Everything that we do as a council is to achieve our vision of a fairer future for all in Southwark. Our values inform how we will do this, the principles that will guide our decisions and determine how we deliver on the commitments that we have made.

In 2010 we embarked on our fairer future for all programme. Eight years on, some of the challenges have changed and some of the solutions have too, but our values remain the same. Our residents are still at the heart of everything we do and they have helped us form the values that underpin the work of the council. Our values will continue to inform all the work we do across the council and what you can expect from us.

We will:

- Treat residents as if they were a valued member of our own family;
- Be open, honest and accountable;
- Spend money as if it were from our own pocket;
- Work for everyone to realise their own potential;
- Make Southwark a place to be proud of.

## Southwark's Context

Southwark is an exciting and vibrant borough in the heart of London. We have a hugely diverse and talented population living, working and enjoying the borough from Rotherhithe and Bermondsey in the north, through Walworth, Camberwell and Peckham to Dulwich in the south. The council is proudly ambitious, wanting the borough to be the best it can be and for the opportunities we enjoy to be available for all. The world around us helps shape how we can deliver this ambition. The Government, the economy and policies like Brexit all impact on what we do and how we do it. We also recognise that we are in a world where people are increasingly distrustful of government and politics and we have to respond to that making sure we are open, honest and transparent with everyone we work with.

### Financial challenge

Southwark faces a huge financial challenge. The Government has been cutting spending and local government has been particularly hard hit, making it more and more difficult for councils to deliver services. There have been reductions in spending across the country, but Southwark has faced some of the severest cuts. Since 2010 we have been forced to find savings of £227million – meaning we have lost nearly half the budget we had only eight years ago.

That is why we have been careful with our budgets and have been treating every penny wisely, as if it is coming from our own pockets. We have listened to what our residents say is important to them and done all we can to protect frontline services, while keeping council tax low. Our priority has been to protect our most vulnerable residents, which is why we have maintained spending on frontline services like children's care while doing everything we can to make efficiency savings in other areas. Ongoing budget pressures mean we know we will have to make difficult decisions. We will continue to manage budgets carefully and keep council tax low, only raising it to protect the most vulnerable.

### National challenges

Southwark faces new challenges. National government decisions have a huge impact on our ability to deliver for residents locally. Legislation such as the Housing and Planning Act and the introduction of Universal Credit impact on residents and have put more pressure on the council. The council will stand up for residents and challenge issues that have a negative impact on our ability to deliver for local people.

We also face challenges from the uncertainty of Brexit. Residents in Southwark voted overwhelmingly in favour of remaining in the European Union, but across the country the referendum result means that the UK will be leaving the EU. We do not yet know what this will mean for EU residents in the borough, for businesses that trade with or rely on the EU or the impact that the Government's decisions will have on our economy or on London as a dynamic modern international city. Even with uncertainty from the Government, we will always stand up for EU residents in our borough, and will work hard to prepare for Brexit and the long term effects of this on our borough and our city.

The ongoing financial pressures, challenges from national government and the UK's imminent departure from the European Union mean there has never been a more uncertain or challenging time for local government. It is more important than ever that the council is standing up for residents and prepared to take the difficult decisions to deliver a fairer future.

### **Partnership working**

The changing face of the public sector means we will have to look at new ways of delivering services, including continuing to modernise the way we work and looking for opportunities to work in partnership with other organisations across the borough.

We know we can only achieve our ambitions by working closely with our residents and partners, including local businesses and employers, charities and community organisations, local NHS trusts and others. We will work with our partners to support the good work they are doing and to look for opportunities where partner organisations can help us to deliver services in new and different ways. Many of the issues we deal with as a council stretch beyond our borough boundaries, so we will continue to work with neighbouring boroughs, London Councils and the Mayor of London to achieve our aims and to deliver for residents.

This plan sets out the council's continued commitment to making Southwark a great place to live, work, learn and visit. We want Southwark to be a healthy, clean, green and safe borough, where everyone has a great place to live, with outstanding schools, parks and community facilities; where everyone has the opportunity to play a full part in the economy, to thrive and meet their potential; and where a person's background does not determine their life chances.

## A Modern Council

To deliver our plan, the council must be fit for the future; with a modern workforce, backed by good governance and sound resource planning.

Our residents are at the heart of everything we do, so we will ensure that everyone who lives in Southwark experiences a modern and efficient council where our residents and their needs drive our policies and our delivery. We want everyone who lives or works in Southwark, and those who visit or study, to experience the very best that Southwark has to offer. As a council we will be on the side of our residents, fighting for them in challenging times.

In order to deliver on our ambitions, we need to have responsive, digitally enabled services that adapt well to change. Digital improvements have the potential to transform individuals and communities. We want to ensure that everyone can access and make the most of these new opportunities, and that no one is left behind in a fast changing world.

We will continue to adapt our services to ensure they are cost-effective, reliable and responsive, and can be accessed at a time convenient to residents and businesses. We will also continue to develop new ways of working and to modernise our operations and staff accommodation.

We want all residents and businesses in the borough to have the digital tools and skills they need. We will continue to work with partners to improve Southwark's digital infrastructure, and we will support residents and community groups to improve their skills so they are able to access everything the digital world has to offer.

We cannot escape the impact on council services of significant budget cuts. This means we will have to continue to look at new ways of doing more with less, including charging for some services, working with new and different partners outside the council, and delivering value for money.

## Commitments

Guided by our values, and shaped by our context this Council Plan presents a set of commitments which will help us achieve our vision of a fairer future for all. The Council Plan sets out these commitments across eight themes:

- A place to call home
- A place to belong
- A greener borough
- A full employment borough
- A healthier life
- A great start in life
- A safer community
- A vibrant Southwark

Alongside this ambition, we will make sure that we get the basics right, so that you can be confident that the day to day services that the council provides are excellent and deliver what you and your family need. We will also continue to build on our progress by delivering on the long-term strategies that we have set out over the last eight years.

In housing, we will make sure repairs are done well and on time. We will maintain your estates, keep investing in improvements and treat you and your family fairly and with respect. We will make sure that our full range of services from housing allocation to rent management is efficient, transparent and delivering for our tenants.

We are investing in regeneration to make Southwark an even better place for you to live. We will make sure that we are actively listening to and engaging with those affected by changes in the borough, that there is good, clear information and that we are reaching all parts of our community – not just those that speak the loudest. We have started this with the Southwark Conversation, and we want to hear and talk more in the years ahead.

Our businesses drive our local economy, and so we need to make sure the services we offer are fit for purpose. From clean streets and commercial waste management, to effective collection of business rates and licensing we want the services that support businesses to be the best they can be.

Across education, we will make sure schools allocation is fair and efficient and will work in partnership with education providers to make sure all our children are getting the best start with the skills they need to get on in life. We will continue to prioritise vulnerable children and those in the care system making sure that referrals are dealt with quickly and efficiently and that they are treated as individuals throughout the system.

Protecting our local environment is essential. We will keep the streets clean and tidy, manage waste effectively, and crack down on things that blight our neighbourhoods like fly-tipping and dog fouling. We will carry on maintaining our public spaces, roads and pavements so we can enjoy them, feel safe and get the most out of our borough.

In the community too, we should all feel safe. We will tackle noise and anti social behaviour, and carry out repairs like street lighting to help keep our streets safe. We will work with the police to tackle crime and keep our borough safe.

We will only achieve a fairer future for all with better health and wellbeing – tackling the health inequalities which too often exist in our borough. We will work with health partners across a range of preventative services and improve education and advice on how to live well and improve wellbeing.

Southwark is a vibrant borough. We will keep investing in our parks, our leisure centres and libraries. We will work to make sure that they are clean and accessible and that the whole community can use and enjoy them.

Across all of this work, we will focus on improving satisfaction from residents and raising standards.

## A fairer future – A place to call home

Everyone should have a place that they are proud to call home. Southwark Council is the biggest social landlord in London and we are committed to delivering good quality affordable homes for all our residents, which is why we are improving council homes, building new ones and building more affordable homes across the borough. We have invested over £300m of improvements in council homes and we'll continue making sure all our housing estates are clean, safe and cared for. We know that improvements on estates like security doors can be blocked by absent landlords, so we will make changes to ensure that people who actually live on estates get the biggest say in improvements to their homes.

More people in Southwark than ever before are living in private rented homes, so we will also drive up standards in the private rented sector and crack down on rogue private landlords. We believe everyone should have a good quality home no matter who their landlord is, so we will give private renters more powers to hold landlords to account and introduce a Gold Standard for rented homes. The housing crisis is made worse when Right to Buy properties end up with private companies charging high rents, so we will explore options for ensuring that homes bought through Right to Buy are let at affordable rents.

We want people in the borough to take pride in their homes and their local area, so we will empower residents to make improvements on their own estates. We will continue to improve our own housing service, making it easier to access services online and bringing empty homes back into use more quickly to allow new families to move in. Our award winning homelessness work is helping more people to get the secure home they need and we will continue to support vulnerable residents, including domestic abuse survivors, to meet their housing needs.

### We will...

- Introduce a Southwark Renters Union;
- Secure the future of the Ledbury Estate with no reduction in the number of council homes;
- Launch a Great Estates Guarantee so that every estate is clean, safe and cared for;
- Give residents the tools to garden and improve their estate;
- Make it easier to request repairs online and see maintenance schedules;
- Seek to introduce provisions so that absent leaseholders must let at affordable rents;
- Turn around council voids within 28 days;
- Prioritise domestic abuse survivors over their abuser so they can stay in their own home;
- Change the rules on estate improvements like security doors so that those who live on estates get the biggest say;
- Work with tenants, residents and homeowner groups to find new ways to engage so that more people can have their say;
- Deliver a Southwark Gold Standard for private rental properties;
- Bring repairs service in-house so more jobs are done right first time;
- Only increase council tax to protect services for the most vulnerable.

## **A fairer future – A place to belong**

Southwark is a vibrant and exciting place to live, with some of the most ambitious regeneration programmes in the country being delivered across the borough. We want Southwark residents to be able to make the most of the opportunities being created right on their doorstep, so we will ensure that regeneration continues to deliver employment and better health opportunities as well as schools, parks, libraries, leisure centres to serve local communities.

We want regeneration to work for everyone, to reduce health inequality, create jobs and opportunities and build council homes that are as good as, or better than, private homes. The housing crisis means that Southwark needs more homes that local people can afford, so we will continue to build more homes of every kind including new council homes and secure homes at London Living Rent. We will continue our long-term homebuilding programme, delivering on our commitment to build 11,000 new council homes by 2043. We will keep fighting to get the best deal from developers, but we will also press for changes in the system, so councils can be less reliant on private developers. We will establish a Construction Company and continue making the case nationally for the powers and resources to allow us to build the homes our residents need.

Southwark is a borough that is continuing to grow and change for the future and we will continue to work with our local communities to make sure that no one is left behind and that all those who live, work and visit our borough benefit from change.

### **We will...**

- Establish a Southwark Construction Company to build the homes and develop the skills our borough needs;
- Continue to ensure that every new development has enough GPs, school places and parks to support residents;
- Guarantee developments on council housing land have at least 50% council rented homes and ensure a right to return for council tenants and resident leaseholders so local people can stay in the borough they call home;
- If estates need to be redeveloped, increase the number of council homes and build to the highest standards;
- Introduce ballots on any new estate regeneration and a Consultation Charter to ensure local residents can hold private sector developers to account;
- Guarantee that all building contractors advertise jobs to local people first;
- Build at least 1,000 more council homes and secure 1,000 new homes at London Living Rent by 2022;
- Build a new library and GP Health Centre on the Aylesbury Estate and secure funding to support residents through the regeneration;
- Campaign for three new tube stations on the Old Kent Road including one at Bricklayers Arms.



## A fairer future – A greener borough

Southwark is greener than ever – spending over £26million on parks and green spaces since 2010, we now have more green flag parks than ever before and the highest in central London. We have invested in play areas so children can enjoy being active and outside and we are helping people to cycle more, cutting air pollution and improving health.

But in everything we do we must make sure we are being greener and tackling problems like air quality and climate change. We have already cut council carbon emissions by 25% and we will halve them in the next four years. Dangerous nitrous oxide and particulate matter levels have been coming down but we will do more, like supporting electric vehicles, campaigning to save much used local bus services and supporting new infrastructure like the walking and cycling bridge.

We already have the best recycling rate in inner London with less than 1% of waste ending up in landfill, but we will do more to tackle fly-tipping and we will clean up our highstreets by banning commercial waste bins and introducing timed collections.

Our commitment to a greener Southwark starts on our doorstep, but it is about improving our communities, our city and our planet. In everything we do, we will make sure we limit the environmental impact so that future generations can live in a cleaner, greener Southwark.

### We will...

- Make Southwark carbon neutral by 2050;
- Continue the work we began in 2010 to halve council emissions by 2022;
- Divest council investments away from fossil fuels and into sustainable alternatives;
- Vary parking charges in areas with poor air standards to encourage cleaner vehicles;
- Adapt lamp posts to charge electric cars so everyone is in walking distance of a charging point;
- Have zero tolerance on fly tipping and double the number of people we catch and enforce against who illegally dump in the borough;
- Support the creation of community led sustainable energy projects on estates to help residents reduce their energy bills;
- Improve our high streets with timed waste collection;
- Reduce the use of commercial bins and stop rubbish sitting out for longer than it needs to be;
- Protect Southwark's biodiversity and make nature accessible for all;
- End single use plastic in the council and halve single use plastic in the borough;
- Introduce water fountains throughout Southwark to reduce plastic bottles;
- Campaign to reinstate the frequency of the RV1 bus service;
- Work with the Mayor of London to build a new pedestrian and cycling bridge from Canada Water to Canary Wharf;
- Restore the historic Nunhead Cemetery East Lodge and boundary wall.

## A fairer future – A full employment borough

Southwark thrives when people have quality well paid jobs and can play their part in our economy. Having a strong local economy benefits everyone who lives, works and visits the borough. We will continue to grow the economy by supporting local businesses, investing in those setting up new businesses and tackling low pay and inequalities. We want to make sure that all Southwark residents have the opportunity to achieve their potential and that low income or lack of qualifications does not hold people back from securing good work. We will continue to invest in skills and employability, to ensure residents are equipped with the tools they need to find employment and to progress to better paid work.

Southwark Council has achieved remarkable success in growing the local economy, with more people now in work in the borough than ever before. Over the last four years the council has changed 5,000 local people's lives by supporting them into jobs, created 2,000 new apprenticeships and halved the number of young people not in education, employment or training. We are making sure that regeneration taking place across the borough benefits local people, such as the 2,600 residents who have benefitted from skills training through the Construction Skills Centre.

Now the council is committed to going even further with a full employment borough, where we tackle the barriers that hold people back from work or volunteering, so that everyone has the opportunity to play a full part in our economy.

### We will...

- Make Southwark a full employment borough;
- Help 5,000 more people into work and create 2,500 new apprenticeships;
- Double the number of employers who pay the London Living Wage and make Old Kent Road and Canada Water London Living Wage Zones;
- Make Southwark the first Equal Pay Borough so all our contractors must publish their gender pay gap and plans to reduce it;
- Introduce a Southwark Good Work Standard and only work with companies that will recognise trade unions, pay the London Living Wage and do not use harmful zero hours contracts;
- Establish an Innovation Fund to invest in the Southwark's entrepreneurs of the future;
- Make sure everyone has a basic qualification in English and maths and that residents have the digital skills to get the jobs of the future;
- Provide one to one support for low paid workers to help them get better paid jobs and improve access to financial support to those who need additional funding for courses;
- Deliver at least 500 new affordable business spaces;
- Make sure that 500 young people from low income backgrounds get paid internships with London's best employers;
- Establish a Creative Enterprise Zone in Camberwell and Peckham to support artists, producers and other creative small businesses.

## A fairer future – A healthier life

The council wants to reduce health inequality so that whatever your background you can live a healthy life. That's why we have already introduced free healthy school meals and fruit for all our primary school children, and made swimming and gyms free for all our residents. With new leisure facilities we are making it easier than ever to keep fit, but the gap between the least healthy and the healthiest is still too big. We want to make cycling and walking easier, so more people choose these ways to get around and people who would never currently think about getting on a bike, feel that they too can enjoy cycling in and around our borough.

We are London's first age friendly borough so people can get the most from Southwark whatever their age. We have improved home care and will now do the same for residential care so that older people have the dignity and care they need and deserve. Good mental health is as important as good physical health and in Southwark we will give it the attention that it deserves.

We want to break down barriers that prevent people from thriving in Southwark. That's why we will keep investing in mental health services and look for a new approach to tackle loneliness for people of all ages. Similarly barriers of stigma and fear can prevent people getting tested for HIV or seeking other health treatments. The council wants to make these things easier so that people of all ages and of all backgrounds can get the most out of their life.

### We will...

- Make walking fun, safe and accessible by developing a green walking network;
- Protect adult mental health services;
- Deliver a loneliness strategy;
- Train mental health first aiders;
- Create a network of accessible toilets and baby changing facilities;
- Open two nursing homes;
- Build extra care housing;
- Raise standards with a Residential Care Charter;
- Tackle HIV stigma and increase testing;
- Set up an innovation fund for projects that tackle sexually transmitted infections
- Stop new gambling, loan shops and fast food premises opening in council owned buildings;
- Boost access to cycle hire;
- Increase cycle hangers where people want them;
- Make cycling accessible for all;
- Double the proportion of journeys in Southwark done by bike;
- Make free swim and gym more flexible with more choice about when you go;
- Make swimming lessons free for all residents;
- Open a new, modern leisure centre at Canada Water.

## A fairer future – A great start in life

Every child deserves the best start in life. We want all children and young people in the borough to grow up in a safe, healthy and happy environment where they have the opportunity to reach their potential.

Southwark schools have improved significantly in recently years and we have been meeting high demand for school places by refurbishing and expanding popular schools and working with local parents to support new schools. We believe every child has the right to a good education, which is why we have campaigned alongside local parents for fair funding and worked with schools to drive up standards. 9 out of 10 schools in Southwark are rated by Ofsted as “Good” or “Outstanding”; we will make sure all schools reach this level and drive up standards so every school in the borough is exceeding London averages.

We want all children in the borough to lead healthy and active lives, so we will extend Free Healthy School Meals to nurseries and make it easier for more children to walk and cycle to school to improve health and tackle poor air quality. We will continue to support vulnerable and looked-after children, improving mental health services and investing in early intervention.

We will deliver for young people and do this with young people. We will put young people’s voices at the heart of our policies, shaping what we do and how we do it.

### **We will:**

- Close roads around schools at drop off and collection time and get more children walking and cycling to school;
- Extend Free Healthy School Meals to school nurseries;
- Make sure all schools in Southwark are Good or Outstanding;
- Drive up standards so that every school exceeds London averages at every stage;
- Protect funding for mental health services for children and young people and find ways to change and improve services so that more children get the support they need when they need it;
- Continue to invest in early intervention and keep children and families' centres open;
- Guarantee education, employment or training for every care leaver;
- Open a new secondary school at Borough by 2019;
- Increase activity by introducing a 'daily mile' in all primary schools.

## **A fairer future – A safer community**

Everyone has the right to feel safe and be safe. Southwark is a welcoming and inclusive borough and we are proud that so many people want to make it their home. That is why we have zero tolerance of hate crime, so that whoever you are, of any race, religion, gender, sex, sexuality, age or ability – you can feel safe. We will join up the work we are doing to tackle gender based violence and will also tackle extremism wherever it exists, working alongside our communities to help them counter extremism and radicalisation.

We want to empower people, particularly young people, with the opportunities that they need to make positive choices and to stay away from crime and violence. We will invest in our young people and want to find new and innovative ways to support their futures, providing opportunities and investing in the groups that give young people inspiration and a better future.

In Southwark, you should be safe in your home as well as out in the community. We have already made huge progress in improving fire safety in council owned homes, but will go further to make sure that housing associations and private landlords are publishing their fire risk assessments.

### **We will...**

- Campaign for TfL to make all roads in the borough 20mph and support Vision Zero to end road deaths in Southwark;
- Work with communities to find local solutions that help young people stay away from knives;
- Have zero-tolerance of hate crime;
- Work with housing associations and private landlords to get them to publish fire risk assessments online;
- Tackle extremism, support people at risk and work with our communities to prevent radicalisation;
- Develop a Violence Against Women and Girls strategy to tackle all forms of gender based violence;
- Tackle problems like moped crime by working with the police and increasing moped anchors to secure bike safety;
- Re-open the Blue Youth Club and Community Centre in Bermondsey;
- Deliver new safe pedestrian crossings including at the junction of Lordship Lane and Dulwich Common;
- Launch a positive Futures Fund to support groups which provide inspiring opportunities for young people.

## A fairer future – A vibrant Southwark

Southwark is an exciting and diverse borough. It is London's most historic borough, rich in history and heritage, proud of its past but looking to the future. It is a borough where families who have lived here for generations are neighbours with people from every corner of the world all choosing to make this their home. It is a borough which is vibrant and full of energy, rich in culture and showing off its artistic talents to the millions who visit every year.

But just like our visitors, we want to make sure that our residents experience all that Southwark has to offer. We want to make sure that it is accessible for all and open to all.

As the borough grows and changes we want to make sure that we enhance what makes Southwark special. That's why we want to celebrate the different communities in the borough, their cultures, their foods and so much more too. We want Southwark to be a home in the heart of London looking out to the world. A borough where the talents, creativity and ambition of all our residents is celebrated and helps make Southwark our home of which we can all be proud.

### We will...

- Campaign to re-open Camberwell train station;
- Support plans to create the Coal Line Greenlink in Peckham;
- Do all we can to secure the future of Dulwich Hamlet FC on its current Champion Hill site;
- Build a new library on the Walworth Road;
- Support independent food businesses which reflect the diversity of our community;
- Protect all local residents from the effects of Brexit;
- Promote Southwark's diversity and cultural richness;
- Ensure all residents benefit from opportunities to take advantage of the digital revolution;
- Improve high speed internet access across the borough;
- Put free, ultra fast broadband in every community hall;
- Support a range of cultural celebrations across the borough;
- Continue to make culture in Southwark accessible and work with cultural organisations in the borough to offer opportunities to Southwark residents;
- Open a new library at Grove Vale in East Dulwich;
- Ensure Kingswood House remains an asset for the local community and improve facilities on the Kingswood Estate;
- Keep libraries open, keep investing and ensure they are open when people need them;
- Ensure that every primary child gets a free visit to the theatre every year;
- Secure the future of Walworth Town Hall and make it a publicly accessible cultural hub.

## Let's talk

This is our plan for Southwark.

Over the next four years, we will keep listening to and talking with you because we know that we can only achieve this ambition with the energy and talents of everyone who lives, works and has fun in our borough.

So please keep in touch as we get to work on delivering our ambition of a fairer future for all in Southwark.



<b>Item No.</b> 9.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Southwark Skills Strategy – Delivery Plan	
<b>Ward(s) or groups affected:</b>		All wards	
<b>Cabinet Member:</b>		Councillor Kieron Williams, Jobs, Skills and Innovation	

### **FOREWORD – COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR JOBS, SKILLS AND INNOVATION**

Few things are more important in life than developing the skills you need to get by and get on. The right skills open up opportunities for more rewarding work, better pay, giving back more to your community and pursuing your dreams. The Southwark Skills Strategy and the delivery plan for it set out in this report have been developed to make sure everyone in our borough has the opportunity to develop the skills they need to succeed in their life.

The strategy builds on the remarkable progress we have made in Southwark over recent years. 93% of our schools are now rated good or outstanding. The proportion of young people (16-18 years) who are not in education, employment or training in our borough has significantly reduced over recent years. The number of working age adults in Southwark who have degree level or higher qualifications is up from 43% in 2010 to 63% last year. Our Construction Skills Centre has been held up as a model of best practice, with over 5,000 people already having benefited. And we have led the way in creating quality apprenticeships. For example, Southwark Council was responsible for creating 41% of the 2,052 apprenticeships created by London boroughs in 2016-17 through our work under the Southwark Apprenticeship Standard.

This delivery plan sets out how we will go further. It has been developed by bringing learners, employers, providers and funders together to agree the actions we can take to help more people in our borough gain the skills they need.

In a time when new technology is rapidly changing the skills people need and with most people now pursuing several careers during their working lives, it is crucial that we have the right mix of learning opportunities so people can upskill and retrain when they need to. This plan sets out the contributions that partners from every part of the skills system in our borough will make to help achieve that goal.

It includes wide ranging actions by the council including our commitment to support the creation of 500 paid internships for young people from low income backgrounds, to create another 2,500 Southwark apprenticeships, to make sure local people can access basic English, maths and digital skills training and to invest £5 million in our partnership with LSBU in the creation of the Passmore Centre to provide a gateway for learners into higher professional and technical education. It also includes extensive actions by local employers, schools, colleges and universities.



Through these combined actions this plan will ensure opportunities to learn new skills and to progress are available for all in our borough.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet**

1. That cabinet approves the proposed Southwark Skills Strategy Delivery Plan contained in Appendix 1 of this report.
2. That cabinet notes that the plan is kept live, with key local partners working with the council in the delivery, monitoring and review of actions.
3. That cabinet receives an update on progress in 12 months time.

### **Recommendation for the Leader of the Council**

4. That the leader of the council delegates to the cabinet member for jobs, skills and innovation the authority to respond to the GLA's consultation on the adult education budget commissioning framework.

## **BACKGROUND INFORMATION**

5. Southwark's Skills Strategy Delivery Plan will seek to improve the local skills offer and ensure that residents are able to access the employment opportunities on their doorstep. Southwark learners tell us that they would like to see an improvement in the careers information that is offered at all ages and in the work experience opportunities that are available to them. They want skills provision that is relevant to today's labour market and want to be able to access a diverse range of vocational routes that lead to career progression. The delivery plan will also assist employers to get involved in providing relevant careers information, to engage with learning providers and to encourage residents into a wider range of sectors.
6. In March 2017 Cabinet noted the recommendations of the Government's 2016 Area Based Review of Skills and endorsed the recommendation to develop a local skills strategy. The resulting Southwark Skills Strategy was developed over the summer of 2017 in partnership with learner representatives, further and higher education providers, businesses (including the council's Business Forum) and schools, with a view to supporting the delivery of a high quality further education (FE) and skills offer in the borough.
7. The Southwark Skills Strategy was formally adopted by the council at December 2017 cabinet meeting. It was recommended that officers develop a delivery plan to set a framework for the implementation of the strategy. The plan has therefore been developed in partnership that has included working group meetings, presentations to key stakeholder groups and conversations with individual partners.
8. The vision of Southwark's Skills Strategy aligns with the proposed Council Plan for 2018-22, which sets out a vision for a full employment borough, where everyone has the skills to play a full part in the economy.
9. It also aligns to the council's Economic Wellbeing Strategy, that "*by 2022 Southwark will have a high quality skills offer that is accessible and responsive to*

*learner and employer needs. The offer will support all learners to build resilience and develop valuable skills for a strong local economy now and in the future.”*

10. To achieve the vision, three priority aims are proposed:
  - Residents have the opportunity to gain the type and level of skills they need to access local opportunities and progress in the labour market
  - Employers invest in their workforce and have access to training provision that responds to their needs and allows them to recruit locally
  - Employers and providers work collaboratively to develop a local skills offer that is responsive to the needs of the local economy
11. The development of the delivery plan has been undertaken in close collaboration with key partners from across the borough. This is so there is a consistency in vision and ambitions across Southwark and the wider sub-region, and to help ensure that available resources are maximised.
12. The delivery plan focuses on key objectives under the headline themes of learners, employers, providers and funders, setting out the short, medium and long term priorities and how these would be achieved and measured. The delivery plan also proposes partnership arrangements for overseeing the implementation of the plan and includes the key risks and related mitigating actions.
13. The delivery plan is integral to the broader sub-regional work that is underway to improve the quality of the FE and skills offer in London and ensure local leadership influences how the Adult Education Budget (AEB) is prioritised when this is devolved to London from 2019-2020. It is aligned to the emerging Mayoral priorities and the delivery of the London Skills Strategy, the AEB commissioning framework and the proposed Central London Forward (CLF) Skills Strategy.

#### **KEY ISSUES FOR CONSIDERATION**

14. The skills strategy identifies key challenges for achieving a high quality local skills offer and the delivery plan sets out how these will be addressed. Through the plan, all partners want to harness local assets and use resources effectively to deliver an improved skills offer for learners and employers. Set in the context of a dynamic provider market and changing policy landscape, the plan recognises the structural and financial challenges in the skills system and it will provide a framework to deliver local solutions through greater collaboration.
15. The council has already set in motion a number of actions that will form part of the delivery plan. These include but are not limited to:
  - Commissioning of the Southwark Construction Skills Centre (SCSC) at Elephant and Castle in partnership with Lendlease, which supports Southwark residents with the skills needed to enter and build a career in construction. Awarded as an exemplar kite mark for quality training provision by the Mayor of London, the SCSC is also developing opportunities for partnerships across sectors with schools and in further and higher education.

- Southwark Council and London South Bank University (LSBU) are working in partnership to create the Institute of Professional and Technical Education (IPTE). The Passmore Centre, which opens in October 2018, will provide a gateway for learners into higher professional and technical education, with the opportunity for at least 1,000 Southwark residents to have started a high quality apprenticeship by 2023.
  - Establishing the Southwark Business Forum to grow relationships with major local employers and more effectively work with private sector partners on issues affecting business in the borough.
  - Creating quality apprenticeships through the Southwark Apprenticeship Standard and setting the standard for quality apprenticeships in Southwark, addressing secure employment, payment of the London Living Wage, quality training provision, and mentoring and support. Direct support has been provided for local businesses, linking business support to apprenticeship creation at all skill levels and lobbying for the use of the apprenticeship levy to support small businesses. The council has also been promoting these opportunities to residents through media campaigns and provision of pre-apprenticeship support.
  - Building on our employment programmes, such as Southwark Works, supporting over 5,000 people into jobs since May 2014.
  - A thriving Education Business Alliance (EBA) offering services to schools and businesses to enhance pupils' work-related learning skills. The EBA is instrumental in the design and delivery of a wide range of activities which connect young people with the world of work (e.g. work experience) and opportunities for employment in Southwark and London (e.g. annual Careers Fair).
  - Delivering the local authority's statutory duty to raise the participation age (RPA). This duty centres on 16 and 17 year olds' participation in education, training and employment. Skilled advisors work with the Southwark resident cohort (approx. 5,200 young people) to achieve highest possible participation rates.
  - Southwark Adult Learning Service, delivered in partnership with a range of providers, offers a broad range of learning activities for post-19 year olds that complement professional development and improve adults' job-readiness.
16. The delivery plan is structured over four main themes. This is because of the multifaceted structure of the skills system and of those operating within it and, most importantly, those affected. The four themes are:
- **Learners** – Southwark learners who learn in a number of different settings; schools, colleges, universities, at work, and at home. They learn to build knowledge, to develop specific skills, gain a sense of achievement and self worth.
  - **Employers** – The micro, small and medium and large employers in the borough provide opportunities for people to develop work place skills and gain employment opportunities. Their engagement in the skills system helps to ensure training is relevant to their skills needs now and in the future.

- **Providers** – There are many skills providers in the local area. Schools, University Training Colleges (UTCs), Further Education Colleges, Sixth Forms, Adult Education, apprenticeship providers, universities as well as employment support providers are all part of the skills infrastructure, and have been the subject of much policy and funding changes over the years.
  - **Funding** – The plan seeks to strengthen local influence over the government funding available to support the skills system such as the Adult Education Budget as well as the Apprenticeship Levy.
17. Each theme contains ambitions and aims that lay the foundations for developing a local skills offer that is inclusive and responsive to need. The strategy sets out a high level of ambition, requiring local partners, including the council, to tackle complex and multi faceted issues; taking immediate actions where we can; and creating the basis for longer term changes. In implementing the delivery plan, there will need to be flexible so our local skills offer responds and adapts to new challenges and takes advantage of resources and opportunities that become available. Taking each theme in turn:
18. **Learners**  
The delivery plan sets out the following ambitions and aims:
- Young people in secondary education receive a co-ordinated approach to early school based work related learning and impartial advice
  - Schools, colleges, work-based learning providers and universities are able to join forces to enable flexible learning journeys
  - Southwark has a culture of equal access for all
19. Working collaboratively, in Southwark we will:
- **Develop a coordinated all-age careers IAG offer:** work with careers leads in schools and colleges to develop a coordinated careers advice model, taking best practice from other areas and involving local employers
  - **Develop an apprenticeship and wider vocational learning campaign:** evaluate the achievements of the apprenticeship campaign in promoting apprenticeships and other vocational routes to learners and employers; assess where improvements could be made
  - **Evaluate the quantity and quality of supported internships:** test new approaches to supported employment pathways (such as supported internships)
  - **Explore opportunities in the re-commissioning of local employment support:** consider how this can better integrate with the Adult Learning offer and vocational provision
20. **Employers**  
The delivery plan sets out the following ambitions and aims:
- Current and future skills needs are better understood and communicated
  - Employers are able to engage with skills providers about their skills needs
  - Employers are able to meaningfully engage with young people and those who want to progress, to communicate the range of opportunities available
  - Employers are supported to offer equal access to opportunities that develop work place skills
21. Working collaboratively, in Southwark we will:
- **Hold discussions with employers about how to better engage them in the development of sector vocational routes:** continue to engage with developers like Grosvenor and British Land to create local skills pathways in

their development and legacy plans. Include sector specific employer engagement as part of the developing careers offer

- **Explore the use of digital platforms as a mechanism to better match jobs and skills**
- **Review sources of labour market intelligence and existing relationships with businesses:** prepare Southwark / Central London sector specific employer insight that draws out links between employment opportunities and skills provision
- **Use intelligence from employers to understand their needs post Brexit**

## 22. Providers

The delivery plan sets out the following ambition and aims:

- Vocational learning opportunities are promoted, leading to more people taking on careers in target sectors (i.e. hospitality, tourism, construction, health and social care, digital)
- Providers are able to deliver a broader range of upskilling courses that both meet the needs of employers and are accessible to vulnerable learners

## 23. Working collaboratively, in Southwark we will:

- **Review providers' offers and specialisms in the context of labour market information from key sectors**
- **Develop partnership arrangements that enable providers and employers to work together more collaboratively:** encourage partnerships that can secure funding and work together to promote vocational routes; support training providers to deliver more relevant training; work with providers to understand wider outcomes to their skills delivery and how this can be measured in the new GLA commissioning framework
- **Examine pastoral care/additional support needs of learners**

## 24. Funders

The delivery plan sets out the following ambitions and aims:

- Formalised partnership arrangements will give partners greater chance to influence funding proposals and explore opportunities for joint bidding

## 25. Working collaboratively, in Southwark we will:

- **Develop partnership arrangements that allow learners, providers and employers to collaborate locally:** and determine where funds should be directed to address gaps in provision
- **Explore opportunities to develop an employer funded model to address local skills needs**
- **Work with sub-regional partners to:**
  - develop proposals for outcomes based skills commissioning
  - lobby for Apprenticeship Levy localisation
  - explore opportunities through the GLA's Structural Infrastructure Pot

## Skills devolution

26. In the autumn of 2016 it was announced that London's Adult Education Budget (AEB) would be delegated to the Mayor of London from 1 August 2019 under the 'devolution arrangement'. Through this arrangement the Mayor will be responsible for the commissioning, delivering and management of London's AEB. The principal purpose of the AEB is to provide the skills and learning that adults need to equip themselves for work, an apprenticeship or further learning.

Devolution is also intended to enable more tailored programmes of learning to be made available, which do not need to include a qualification, to help those furthest from learning or employment.

27. This cabinet report recommends that the Leader of the Council delegates authority of the council's response to the GLA's forthcoming consultation on the Adult Education Budget commissioning framework to the Cabinet Member for Jobs, Skills and Innovation. Officers expect this consultation to commence in summer 2018. The council's response will be based upon this local skills strategy and delivery plan, with an emphasis on the need for local solutions, quality skills provision, promotion of vocational routes and effective careers information and guidance.

### **Making it happen – implementing the delivery plan**

28. The delivery plan includes a proposed governance structure to oversee implementation of actions. It is proposed that membership would include the Cabinet Member for Jobs, Skills and Innovation, alongside a number of significant stakeholders:

**Learners** - through the Youth Council, and representatives of adult learners including those in the workplace

**Employers** - focused on key sectors such as construction, health and social care, retail / tourism / hospitality

**Providers** - school representatives, higher education, further education, adult education

**Funding** - GLA / sub regional representation

**Others** - the council's Local Economy, Education and Regeneration teams

29. It is proposed that the delivery plan remains a 'living' document, with a partnership group reviewing and advising on skills delivery and reviewing actions which will feed into the council's normal performance monitoring process. The partnership group will be established following cabinet approval, and will have their initial meeting by September 2018.
30. The proposed key functions of the partnership group are:
- Ensure ongoing cross partnership support for the skills strategy and delivery plan
  - Endorse, support and ensure partners deliver activity as set out in the delivery plan
  - Oversee the progress of the delivery plan and review outcomes
  - Advise on future skills activity
  - Influence and inform sub-regional decision makers, ensuring that Southwark's voice is heard in key fora.
31. It is expected that the plan will evolve as delivery is ongoing. If more fundamental change to the strategy or the delivery plan is required this will be subject to usual council decision making processes. A first year review of progress will be undertaken in June 2019.

### **Policy implications**

32. The delivery plan is in line with the proposed Council Plan 2018-22 and

Economic Wellbeing Strategy. This includes:

33. A full employment borough:
  - Make Southwark a full employment borough
  - Help 5,000 more people into work and create 2,500 new apprenticeships
  - Introduce a Southwark Good Work Standard
  - Make sure everyone has basic qualifications in English and maths, provide one to one support for low paid workers to help them get better paid jobs, and improve access to financial support to those who need additional funding for courses
  - Make sure that 500 young people from low income backgrounds get paid internships with London's best employers
  
34. A great start in life
  - Guarantee education, employment or training for every care leaver
  
35. The Skills Strategy for London was published in June 2018. The key priorities are as follows:
  - empower all Londoners to access the education and skills to participate in society and progress in education and work
  - meet the needs of London's economy and employers now and in the future
  - deliver a strategic city-wide technical skills and adult education offer.
  
36. In their inaugural meeting on 10 October, the Central London Forward Employment and Skills Board discussed and agreed three key priorities for the CLF Skills Strategy to be:
  - Outcomes based approach, in particular to focus on employment and skills progression as a core outcome for funding skills support, using monitoring to inform commissioning decisions, and drive information, advice and guidance (IAG) for careers services. A proposed high level target for the outcomes based approach should be to: bridge the employment rate gap between CLF residents with low or no skills and the London average.
  - CLF's key sectors should be prioritised in the Skills Strategy, such as health and social care, construction, creative and digital, financial and professional services, hospitality, food and beverage. The Strategy should develop how CLF boroughs can work with these employers on creating career and progression pathways for those who do not have Level 4 qualifications. The sectors to target efforts should be growth areas and those at risk from any Brexit-related shift in visa policy.
  - Closing the apprenticeships participation gap. Closing the Apprenticeship Levy gap between Central London and the London average, and generally to increase the number of apprenticeships and those available at higher level.
  
37. Southwark's Skills Strategy is aligned to London and sub-regional aims and priorities noted above. It emphasises the need for good work and the ability to progress in the labour market, addressing skills shortages and meeting the needs of the economy now and in the future. It supports the Mayor's aims to

boost the technical and adult education offer and the sub regional priority for the skills system to focus on employment outcomes.

38. Mirroring sub-regional ambitions, Southwark's strategy aims to address skills shortages in specific sectors for example by building on the Southwark Construction Skills Centre model. It aims to ensure that any unspent Apprenticeship Levy funding is directed to where it is most needed and used to create apprenticeships in micro and small businesses locally.

### **Community impact statement**

39. The Skills Strategy and associated delivery plan is key to ensure wider wellbeing. The strategy recognises that the development of skills delivers wider social value.
40. Set out below is an overview of the assessment of impacts on the community, this includes the equality analysis carried out in October and November 2017, and reviewed in April 2018, on the strategy. Specific measures and actions to address inequalities and assessment of the impact on protected characteristics in line with the Equality Duty will be developed as part of delivery plan implementation as relevant. The analysis will therefore be ongoing. It will be a role of the partnership group to consider ongoing equalities implications at a strategic level.
41. The Skills Strategy will impact on the whole community in all wards, including the borough's business community. A core aim of the strategy is to identify what actions the council and partners can take to create a local skills offer that responds to the needs of local people and the local economy. Improving the local offer, but focusing on residents and learners who are more likely to fall through gaps in the system.
42. While the numbers of young people claiming JSA and those 'not in education employment or training' continues to fall, 18-24 year olds are still more likely to struggle to find work than older, more experienced workers, and some, including children leaving care, often need additional support. The strategy sets out to ensure better co-ordination of the many different efforts to help young people in Southwark make informed choices about their future, are well supported during key transitions, have the opportunities to build work place skills and can enter the world of work.
43. The council and partners will raise the profile of older people in the labour market, ensure local provision is responsive to employer needs and older people are able to access training in and out of work. For today's workforce, lifelong learning and skills development is crucial to maintaining earnings in a rapidly changing labour market.
44. There is a gender pay gap in the borough, with women earning less than men on average. There is also a gender employment gap with women more likely to be out of work or unemployed. A higher proportion of the female working age population in Southwark have no qualifications, and a higher proportion of males are qualified at higher level. The strategy commits to promoting the London Living Wage and ensuring training is available at flexible times thus widening access to local opportunities.
45. The delivery plan commits to examining the pastoral care (such as childcare and



support for people with additional needs) that is needed to encourage learners to complete skills provision. Through greater exposure to a wider range of career opportunities from a young age and the development of work place skills the strategy also aims to encourage more females to enter sectors where they are currently under-represented. Examples of such sectors are science, technology, engineering, maths (STEM) and construction.

46. The skills attainment rate for people from some ethnic minorities is lower than that of the overall population in Southwark. A lower proportion of black / African / Caribbean / British people are qualified to level 4 compared to white ('other' and British) and Asian ethnic groups. Those of white ethnicity have the highest proportion with no qualifications compared to other ethnic groups. The strategy focuses on inclusive learning and progression for all.
47. Older people in Southwark have lower level qualifications. 62% of 25-34 year olds are qualified to level 4, whereas 34% of 50-64 year olds are qualified to level 4. This reflects changes in policy and the increase in the number of people going to university over the last 20 years. The strategy aims to ensure that older people in and out of the labour market have the opportunity to gain higher level qualifications and job specific training as well as adult and community learning opportunities.
48. Those with disabilities are more marginalised in the labour market and though young people with special educational needs and disabilities (SEND) are generally well supported to gain qualifications to the age of 25 there remains a gap in support for them to gain work experience and enter paid employment.
49. A significantly higher proportion of Southwark residents with disabilities, whose day-to-day activities are limited a lot, have no qualifications (and a significantly lower proportion have level 4 and above qualifications) compared to those whose day-to-day activities are not limited. The same can be said for those whose day-to-day activities are limited a little, though not to the same extent.
50. The strategy aims to support and encourage smaller businesses to utilise tools and resources available to enable them to offer more opportunities for people with disabilities. The strategy also proposes continuation of dedicated employment support services including through Southwark Works.
51. Those with higher level qualifications in Southwark are more likely to be economically active. A quarter of those with no qualifications are economically inactive in Southwark. The demand for higher level skills will increase with fewer roles available at mid-skill levels. The strategy sets out our ambition to help people to progress in learning and the labour market to be better off in work.
52. The strategy encourages employers to offer good quality work, supporting the council's commitment to develop a Good Work Standard. It also supports the adoption of the London Living Wage, as set by the Living Wage Foundation, as a principal way to counter the threat of poverty.
53. As the delivery plan is implemented, project monitoring arrangements will continue to follow the council's equalities monitoring guidance to ensure it captures the information about impact on intended target groups and protected characteristics.

### **Resource implications**

54. The skills strategy and delivery plan sets out the core ambition for how we work as a borough where everyone has the skills to play a full part in the local and London economy. This includes what partners will deliver, contribute and achieve.
55. The council's contribution to the delivery plan will be met from within existing resources. This includes a range of sources where funding is specifically tied to objectives that meet outcomes that promote vocational training and education tailored to job and career opportunities. This is especially in key growth sectors that are identified in the skills strategy. Agreement of any new and where necessary redirection of existing funding, if this arises, will be undertaken in line with the council's normal resource setting processes to which the funding relates.

### **Staffing issues**

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

### **Consultation**

57. A range of external and internal stakeholders have been consulted during the process of developing the Skills Strategy and its associated delivery plan. Consultation has taken place at three key stages following the formal adoption of the Skills Strategy in December 2017. Firstly an initial scoping session in January 2018 developed shared solutions to the areas the strategy needed to focus on. This then informed a second session in March 2018 to further consider the solutions, to discuss resources and assets as well as identifying and managing risks. Finally, the third session in May sought feedback on a draft delivery plan.
58. External consultation with partners included: Department of Work and Pensions, Southwark Business Forum, Better Bankside Business Improvement District (BID), Blue Bermondsey BID, Southbank BID, Team London Bridge BID, We Are Waterloo BID, Southwark Chamber of Commerce & Industry, Federation of Small Businesses, Guys and St Thomas' Hospital, London South Bank University, schools, Southwark Youth Forum, adult education providers and further education Colleges, Southwark Association of the School Governors, Central London Forward and delivery partners on our Southwark Works Framework. Partnership and key stakeholders engagement will continue as the strategy is implemented and reviewed.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

#### **Strategic Director of Finance and Governance (FC18/002)**

59. This report requests cabinet to agree the proposed Southwark Skills Strategy (Appendix 1). Full details are contained within the main body of the report.
60. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.

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

**Director of Law and Democracy**

62. This report seeks the cabinet's approval to agree the proposed Southwark Skills Strategy Delivery Plan for the period 2018-2022 as set out in this report and in particular in appendix 1 of the report .
63. The cabinet's attention is drawn to the Public Sector Equality Duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. Cabinet is specifically referred to the community impact statement in paragraphs 39-53 of this report and consultation requirements in paragraphs 57-58, setting out the consideration that has been given to equalities issues and the extensive consultation undertaken in order to inform the development and detail of the Delivery Plan.
64. Any procurement arising from the delivery of the strategy must be in accordance with the council's contract standing orders and the procurement rules. Any resultant services contracts must be in a form approved by the Director of Law and Democracy.

**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Southwark Council response to Central London Area Based Review of Skills 2016	160 Tooley Street London SE1 2QH	Elaine Gunn 020 7525 5479
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5379">http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5379</a> (Item 12)		
Southwark Skills Strategy	160 Tooley Street London SE1 2QH	Elaine Gunn 020 7525 5479
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5753">http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=5753</a> (Item 11)		
Equalities Impact Assessment: Southwark Skills Strategy	Local Economy Team 160 Tooley Street London SE1 2QH	Elaine Gunn 020 7525 5479
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=6124&amp;Ver=4">http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&amp;MId=6124&amp;Ver=4</a>		
Economic Wellbeing Strategy 2012-2020	160 Tooley Street London SE1 2QH	Danny Edwards 020 7525 5105
<b>Link:</b> <a href="https://www.southwark.gov.uk/business/economic-wellbeing-strategy">https://www.southwark.gov.uk/business/economic-wellbeing-strategy</a>		

**APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Southwark Skills Strategy – Proposed Delivery Plan

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Kieron Williams, Jobs, Innovation and Skills	
<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Liz Gardiner, Senior Strategy Officer, Local Economy Team	
<b>Version</b>	Final	
<b>Dated</b>	14 June 2018	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		14 June 2018

## Southwark Skills Strategy – Proposed Delivery Plan

### Southwark Skills Strategy – delivery plan

2018-2022

#### 1. Introduction

Southwark's Skills Strategy has been developed with partners from across the borough to improve the local careers and advice offer, align skills provision to local employment needs and to ensure that residents are able to access the opportunities on their doorstep.

Our vision is that by 2022 Southwark will have a high quality, local skills offer that is accessible and responsive to learner and employer needs. This offer will support all learners to build resilience and develop valuable workplace skills for a strong local economy now and in the future.

The skills landscape is changing; Southwark's Skills Strategy is a local response to the findings of the Area Based Review of Skills which focused more on the financial stability of the further education sector rather than wider concerns around quality. Decisions about budgets and the funding system are being made on a sub-regional level and local areas have more leverage to shape their local skills offer than previously. Our local skills strategy will help us form new partnerships with local stakeholders and new approaches to skills delivery. The skills strategy will enable the borough to speak with one voice to current and future funders about the needs of learners and local providers, ensuring that our local providers are well positioned to access resource in the future.

The Skills Strategy was adopted by the council in December 2017. It sets out the borough's ambition on skills and sets out the priorities and ambitions under four themes:

- Learners
- Employers
- Providers
- Funding

The purpose of this delivery plan is to detail how our skills partnership will work together to achieve our skills priorities; it identifies the activity that is already taking place to achieve our goals and ambitions, the impact we want to have and the activity we commit to undertake collaboratively.

The delivery plan is set out into short, medium and long term activity with associated actions and impact measures. The delivery plan is designed to provide flexibility so our local skills offer is able to respond and adapt to new challenges and take advantage of resources and opportunities that become available over the lifetime of the strategy. The focus of the plan is on the short term activity, medium and longer term activity will be considered by the partnership with involvement from key stakeholders.

Our identified short term activity will be the areas we want to focus on over the coming 12 months, recognising that identified activity won't all be achieved in this time but we commit to start work towards the achievement. Medium term activity will take place in years 2-3 of the delivery plan and long term activity in year 4 and beyond.

## 2. Managing the delivery plan

Though led by the council, the Strategy is intended to be delivered in partnership to ensure that there is a consistency in vision and ambitions across our borough and that the available resources are maximised. Collaborators have included schools, Adult Education, Further Education and Higher Education providers, developers, school governors, businesses (including Business Forum members and BIDs) and colleagues from across the council. In order to continue the partnership arrangements the working group will be formalised. The purpose of the partnership working group is to:

- Ensure ongoing cross partnership support for the Strategy
- Endorse and support the delivery of activity as set out in the delivery plan
- Oversee the progress of the delivery plan and review outcomes
- Advise on future skills activity and support effective prioritisation
- Influence and inform sub-regional, regional and national decision makers, ensuring that Southwark's voice is heard

It is proposed that the group will perform a supportive role in the delivery of the strategy, providing a useful mechanism to advise and inform formal decision making processes across the partnership.

It is proposed that the membership will include:

- Learners - through the Youth Council, and representatives of adult learners including those in the workplace
- Employers - focused on key sectors such as construction, health and social care, retail / tourism / hospitality
- Providers - school representatives, higher education, further education, adult education
- Funding - GLA / sub regional representation
- Others - the council's Local Economy, Education and Regeneration teams as well as the Cabinet Member for Jobs, Skills and Innovation

### 3. Short term actions, to July 2019

1. Learners		
We want Southwark to be a place where people of all ages have access to a high quality local offer to learn, improve their skill levels and earn a good living. We want learners to have access to good quality and impartial information, advice and support so they can make informed choices about their careers and personal development.		
What we already have and do	What we need to do	Measuring success
<p><b>Strategy aims:</b></p> <ol style="list-style-type: none"> <li>Learners have access to information on the wide range of learning opportunities available to them</li> <li>Learners enjoy a comprehensive range of good quality learning opportunities on their doorstep</li> <li>Young people leave education equipped with the skills and knowledge they need to enter the world of work</li> <li>Vulnerable learners have the additional support they require to help them develop workplace skills</li> <li>Learners of all ages, including those in work, are able to develop their skills to progress into better jobs and increase their earnings</li> </ol>		
<p><b>Outcome / impact:</b></p> <ul style="list-style-type: none"> <li>Young people in secondary education receive a co-ordinated approach to early school based work related learning and impartial advice</li> <li>Schools, colleges, work-based learning providers and universities are able to join forces to enable flexible learning journeys</li> <li>Southwark has a culture of ‘no wrong door’ and provision works on the basis of equal access for all</li> </ul>		
<p><b>Improve the careers, information and advice offer for all Southwark learners</b></p>		
<p>Careers advice is already provided by secondary schools, though is not standardised</p> <p>Education Business Alliance (EBA) offers sold services to schools and businesses to develop pupils’ work-related learning skills</p> <p>Through Southwark Choices the council’s education team work to ensure that young people aged 16-18, who are NEET are supported into</p>	<p><b>Develop a co-ordinated all-age careers IAG offer:</b></p> <ul style="list-style-type: none"> <li>Feedback from young people and secondary heads suggests that careers information and advice in schools could be improved with more co-ordination and a standardised offer. The new duty on secondary schools to employ a person responsible for careers advice is an opportunity to improve the existing offer and provides a framework for effective careers</li> </ul>	<p>Number of providers engaged in the careers offer</p> <p>Provider feedback on the offer</p> <p>Number of Southwark school children engaged in construction sector training at SCSC</p>



<p>education, employment and training</p> <p>Local large employers engage directly with schools and attend events, such as career fairs, to engage with local young people</p> <p>Southwark Construction Skills Centre engages with schools, and provide advice on Southwark construction apprenticeships, open doors and site visits</p> <p>Adult learners (19 and over) have access to Southwark Council's Thomas Carlton Centre, to information regarding local adult and Further Education course offer</p> <p>Pilot in-work support project delivered by St Giles and operating across Lambeth, Lewisham and Southwark is working with residents through JCP</p>	<p>advice</p> <ul style="list-style-type: none"> <li>• Work with Southwark careers leads in schools, colleges and other providers to develop a co-ordinated careers advice model, taking best practice from other areas and involving local employers</li> <li>• Work with employers to understand their capacity to support career information and advice</li> <li>• Review outcomes of / learning from the St Giles pilot and develop a proposal for a more integrated approach to in-work support for residents on low pay</li> </ul>	
<b>Vocational routeways are evaluated</b>		
<p>Southwark Construction Skills Centre works with developers to provide employer-led skills to local residents. Promoting local construction opportunities and helping residents to access them.</p> <p>Southwark Choices works with a number of large employers (such as hotels) to provide supported internships</p> <p>Several business (including British Land) participate in the Career Ready scheme with</p>	<p><b>Continue to develop relationships between developers and the Construction Skills Centre:</b></p> <ul style="list-style-type: none"> <li>• The skills centre will be relocating in 2021, work over the coming year will ensure the centre is situated in the best location to reach target groups</li> </ul> <p><b>Evaluate the quantity and quality of supported internships and how employers could be supported to host these</b></p> <ul style="list-style-type: none"> <li>• Test new approaches to supported</li> </ul>	<p>Number of Southwark residents supported through the Construction Skills Centre</p> <p>Number of young people participating in supported internships progressing into paid employment</p> <p>Number of local employers engaged / providing supported internships</p>

<p>Bacons College, St Michael's and City of London Academy; offering mentoring, masterclasses and paid summer internships for 4-6 weeks to 16-19 year olds</p>	<p>employment pathways (such as supported internships)</p> <ul style="list-style-type: none"> <li>• Work with employers through the business forum etc. to understand experiences of offering paid internships</li> <li>• Support the development of a Special Needs College for young people aged 19-25</li> </ul>	<p>Number of young people completing courses at Special Needs College</p>
<p><b>Apprenticeships are celebrated and promoted to learners</b></p>		
<p>Apprenticeship campaign, involving local employers – promoting the range of vocational apprenticeship opportunities in Southwark</p> <p>Southwark Council and LSBU are working in partnership to create the Institute of Professional and Technical Education (IPTE). The Passmore Centre, will open in October 2018, and provide a gateway for learners into higher professional and technical education</p>	<p><b>Develop an apprenticeship and wider vocational learning campaign:</b></p> <ul style="list-style-type: none"> <li>• Evaluate the achievements of the apprenticeship campaign in promoting apprenticeships and other vocational routes to learners and employers; assess where improvements could be made</li> <li>• Ensure that connections and relationships are formed between the new Passmore Centre, local employment support providers and education providers to maximise the number of local residents accessing the centre</li> <li>• Review the pre-apprenticeship needs of residents (of all ages) and develop a proposed package of support.</li> </ul>	<p>Council plan monitoring – 2,500 apprenticeship target</p> <p>Council plan monitoring – Number of businesses engaged on apprenticeships</p> <p>1,000 Southwark residents to have started a high quality apprenticeship through the Passmore Centre by 2023</p>
<p><b>Support for vulnerable learners</b></p>		
<p>The council's employment support programme, Southwark Works, provides support to clients in</p>	<p><b>Ensure the needs of all groups are considered in</b></p>	<p>Number of referrals from Adult Learning to</p>

<p>identifying roles suited to their skills set and targets set vulnerable groups in doing so</p>	<p><b>skills provision commissioning</b></p> <ul style="list-style-type: none"> <li>Specifically, recommissioning of the council's employment support programme is due to start autumn 2018, this process will consider how best to make links to adult learning provision, by considering how employment support service can better integrate with the Adult Learning offer and vocational provision</li> </ul>	<p>Southwark Works service</p> <p>Number of pre-employment training courses completed</p>
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## 2. Employers

We want Southwark to be a place where employers have access to a highly skilled local workforce. We want employers to invest in and help shape local skills provision and have the confidence that it is meeting their recruitment needs. We want our employers to offer good quality skills and employment opportunities for residents.

### Strategy aims:

1. Employers are enabled to take a leading role in shaping a local skills offer that meets the needs of their workforce
2. The current and future skills needs of employers of all sizes are understood and met locally
3. Employers provide more opportunities for employment and work based learning, including apprenticeships and quality work experience
4. Employers offer more opportunities to people with complex needs
5. Employers are supported to respond positively to workforce challenges that arise from Brexit

### Outcome / impact:

- Current and future skills needs are better understood and communicated
- Employers are able to engage with skills providers about their skills needs
- Employers are able to meaningfully engage with young people and those who want to progress, to communicate the range of opportunities available
- Employers are supported to offer equal access to opportunities that develop work place skills
- Employer networks are supported, enabling knowledge sharing and promotion of best practice within and beyond sectors

### What we already have and do

### What we need to do

### Measuring success

### Engaging and empowering employers

There is a wealth of existing partnerships facilitated by various local partners:

- GLA- Business in the Community, London Ambitions, Sector Growth Hubs
- LEAP (London Economic Action Partnership)
- Central London Employment and Skills Board- currently chaired by Cllr Peter John
- Southwark EBA- mainly SMEs, source

### Discussions with employers about how to better engage them in the development of sector vocational routes:

- Explore how employers could get involved with local careers initiatives, such as through sponsoring local careers fairs
- Include sector specific employer engagement as part of the developing careers offer
- Consider what could be done to gain social value from supply chain / procurement

Employer voice from each key central London sector included in development of careers advice and skills provision

<p>work experience placement and run annual careers fairs</p> <ul style="list-style-type: none"> <li>• Southwark Business Forum</li> <li>• Business Improvement Districts (including Employ SE1)</li> <li>• Southwark Choices- Supported Internships</li> <li>• LSBU/Chamber/BIDs/FSB - established relationship with SMEs</li> </ul>	<p>opportunities</p> <ul style="list-style-type: none"> <li>• Encourage Business in the Community (and other providers like them) to become better established locally and support SMEs to contribute to this agenda</li> <li>• Share good practice with local employers from the council's experiences of considering apprenticeships in workforce planning</li> </ul> <p><b>Explore the use of digital platforms as a mechanism to better match jobs and skills:</b></p> <ul style="list-style-type: none"> <li>• Guides / tips for SMEs could be developed in recruitment / work experience</li> </ul> <p><b>Ensure local employers are represented on the skills partnership group</b></p>	<p>Appraisal of digital platforms completed</p> <p>Local skills partnership in place and fit for purpose</p>
<b>Engage with employers on apprenticeships</b>		
<p>Southwark Council engage with local businesses through the Apprenticeship Standard to encourage a better quality of local apprenticeships offered by local employers</p> <p>Southwark Council have trialled method of engaging with different size and sector businesses in order to create new apprenticeships in the borough</p>	<p><b>Support employers to create quality apprenticeships:</b></p> <ul style="list-style-type: none"> <li>• Link the work of the Apprenticeship Standard to LSBU's Passmore Centre; encouraging employers to use the Passmore Centre for a better quality of apprenticeship</li> <li>• Develop a business engagement plan, building on the success of the Southwark Apprenticeship Standard, including a support element for SMEs</li> <li>• Better understand needs of large employers and review our offer in relation to support</li> </ul>	<p>Number of employers signed up to the Southwark Apprenticeship Standard</p> <p>Number of employers engaged</p> <p>Number of apprenticeships created as a result of targeted business engagement, or by Southwark Apprenticeship Standard employers</p>

	them to create more apprenticeships and/or improve quality	
<b>Consider skills agenda in large regeneration projects</b>		
Southwark Council currently supports local developers in meeting their section 106 targets through the Southwark Skills Centre and construction employment Southwark Works contract.	<p><b>Link the skills agenda to local regeneration projects:</b></p> <ul style="list-style-type: none"> <li>• Work with regeneration projects to replicate SCSC in other sectors; linking future growth sectors to skills provision</li> <li>• Continue to work with developers like Grosvenor and British Land to create local skills pathways in their development and social regeneration plans</li> <li>• Employers engage directly with SCSC to plan for future skills needs on regeneration projects</li> <li>• Develop a specification for vocational pathways centred on the Old Kent Road</li> </ul>	Skills provision delivered through s106 agreements
<b>Improve employer insight / labour market information</b>		
<p>CITB provide construction labour market information</p> <p>Southwark Choices get a monthly labour market bulletin</p> <p>Southbank manifesto contains labour market intelligence</p> <p>GLA Datastore – employer skills survey and other labour market intelligence</p>	<p><b>Review all existing sources of labour market insight and existing relationships with businesses:</b></p> <ul style="list-style-type: none"> <li>• Prepare Southwark / central London sector specific employer insight, available labour market information to be collated and sent to employers and providers</li> <li>• Use intelligence from local large employers to understand their needs post Brexit</li> <li>• Explore tech / mechanisms of linking local employer needs to training and skills providers'</li> </ul>	<p>LMI sources and intelligence mapped</p> <p>Sector specific profiles developed and accessible</p>

	work, for example, Good People - Talent Pool - promote new recruitment platforms and local intelligence	
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<p><b>3. Providers</b></p> <p><b>We want to make Southwark a destination for learning with high quality skills and training provision for all ages which addresses local economic needs and the future demand for skills. We want residents to develop the skills they need to secure well paid jobs and that are shaped by employer demand. We want local providers to be partners in the development and regeneration of the borough and for our skills offer to be a local asset.</b></p>		
<p><b>Strategy aims:</b></p> <ol style="list-style-type: none"> <li>1. Southwark has a high quality skills offer that is attractive to learners and employers</li> <li>2. Employers and providers work collaboratively to provide innovative demand led skills solutions</li> <li>3. A greater range and quality of vocational learning, including apprenticeships is available and its value recognised</li> <li>4. Good quality careers advice is provided to all who need it across the borough</li> </ol>	<p><b>Outcome / impact:</b></p> <ul style="list-style-type: none"> <li>• Vocational learning opportunities are promoted, leading to more people taking on careers in target sectors (i.e. hospitality, tourism, construction, health and social care, digital)</li> <li>• A broader range of unaccredited and upskilling courses available that both meet the needs of employers and are accessible to vulnerable learners</li> </ul>	
<p><b>What we already have and do</b></p>	<p><b>What we need to do</b></p>	<p><b>Measuring success</b></p>
<p><b>Collaboration and partnership working with providers</b></p>		
<p>Similar to Southwark’s local strategy, the London Mayor’s Skills Strategy recognises the importance of unaccredited training, in particular for those with barriers to learning</p>	<p><b>To improve the local FE offer, develop partnership arrangements that enable providers and employers to work together more collaboratively</b></p> <ul style="list-style-type: none"> <li>• Encourage partnerships that can secure funding and work together to promote vocational routes</li> <li>• Encourage partnerships that collaborate for the same solution – specifically are able to work together to bid for funding that links provision, pastoral care and employers</li> </ul>	<p>Local skills partnership in place and fit for purpose</p>



	<ul style="list-style-type: none"> <li>• Support providers to deliver more relevant training</li> <li>• Work with providers to understand wider outcomes to their skills delivery and how this can be measured in new commissioning frameworks</li> <li>• Providers are being linked to employers to provide unaccredited courses</li> </ul>	
<b>Vocational routes and apprenticeships</b>		
<p>Southwark Skills Centre, LSBU's Passmore Centre, schools delivery promote vocational learning routes and offer training</p> <p>Some local employers already promote apprenticeships and vocational learning, using their members of staff as case studies</p> <p>Lambeth College have a good retail and hospitality training centre – they had planned to set up a trainee hotel but haven't done this</p> <p>Southwark Apprenticeship Standard training provider directory – a long list of providers assessed as meeting the Southwark Apprenticeship Standard for providers</p> <p>Lewisham and Southwark College vocational offer</p>	<p><b>Review providers' offer and specialisms in the context of labour market information from key sectors</b></p> <ul style="list-style-type: none"> <li>• Explore local providers' sector specialisms; e.g. Morley College are building a new 'radio studio' resource, community and businesses will be able to use this resource; how can this be scaled up to include other target sectors</li> <li>• Continue to build relationships with providers to gather intelligence on how they operate</li> <li>• Explore whether there is a role for the council to support providers operating in the borough to deliver better quality services to employers</li> </ul>	<p>Local provider courses mapped against key growth sectors</p>

<b>Unaccredited courses and pastoral care</b>		
<p>Adult learners (19 and over) have access to Southwark Council's Thomas Carlton Centre, where they can access a range of accredited and unaccredited learning opportunities</p> <p>Southwark Works provides clients with access to a range of accredited and unaccredited courses to support their journey back to employment</p>	<p><b>Review providers' pastoral care and unaccredited course offer and specialisms in the context of labour market information from key sectors</b></p> <ul style="list-style-type: none"> <li>• This review will consider the impact of pastoral care and unaccredited courses on career progression</li> </ul>	<p>Local provider unaccredited courses mapped and a better understanding of the pastoral care already provided</p>

#### 4. Funding

We will put Southwark learners first in getting the best possible funding deal for learning and skills. We want Southwark to be a powerhouse for innovation, using local resources to test out new ways of delivery and build on recent successes like the Southwark Construction Skills Centre. We want to use the funding available to better equip Southwark residents with the tools they need to access today's jobs and those of the future. We will use every tool at our disposal, working with employers, providers, schools, national and regional funding bodies and learners to align resources and put Southwark in pole position to be the borough of choice for high quality learning and skills.

##### Strategy aims:

1. Skills funding is aligned to local needs
2. Skills budgets are successfully devolved and work for London and Southwark
3. New partnerships harness local assets and resources to generate innovative skills funding models
4. Employment outcomes are embedded in the planning and delivery of skills provision

##### Outcome / impact:

- Formalised partnership arrangements will allow for partners to influence funding proposals and explore opportunities for joint bidding

#### What we already have and do

#### What we need to do

#### Measuring success

#### Influencing funding decision makers

Central London Employment and Skills Board involvement, currently setting the outcomes that future sector based skills commissioning should achieve

Local lobbying for any changes to the Apprenticeship Levy model

#### Formalise local partnership arrangements that allow providers and employers to collaborate locally:

- Partnership is able to determine where funds should be directed to address gaps in provision
- A collective voice that represents employers, providers, public sector in Southwark
- Representation to the GLA on devolved adult education budget to continue the dialogue and make recommendations on how this could

Local skills partnership in place and fit for purpose

	<p>work locally</p> <ul style="list-style-type: none"> <li>• Representation to the GLA on any remaining ESF funds and the future commissioning framework</li> <li>• Ensure we use planning obligations effectively to deliver the Skills Strategy</li> </ul> <p><b>Work with sub regional partners to:</b></p> <ul style="list-style-type: none"> <li>• Develop proposals for outcomes based skills commissioning</li> <li>• Lobby for Apprenticeship Levy localisation</li> <li>• Explore opportunities through the GLA's Structural Infrastructure Pot</li> </ul>	<p>Local partnership feeds into Central London Forward (CLF) / GLA outcome based commissioning proposal</p>
<b>Take full advantage of the range of funding opportunities</b>		
	<p><b>Explore opportunities to develop an employer funded model to address local skills needs:</b></p> <ul style="list-style-type: none"> <li>• The council will consider opportunities for vocational pathways and an improved Further Education offer in larger developments, such as through the specification of the Old Kent Road post 16 education offer</li> </ul>	

#### 4. Medium and long term activity, from July 2019 to 2022

##### 1. Learners

We want Southwark to be a place where residents of all ages have access to a high quality local offer to learn, improve their skill levels and earn a good living. We want residents to have access to good quality and impartial information, advice and support so they can make informed choices about their careers and personal development.

##### Strategy aims:

1. Learners have access to information on the wide range of learning opportunities available to them
2. Learners enjoy a comprehensive range of good quality learning opportunities on their doorstep
3. Young people leave education equipped with the skills and knowledge they need to enter the world of work
4. Vulnerable learners have the additional support they require to help them develop workplace skills
5. Learners of all ages, including those in work, are able to develop their skills to progress into better jobs and increase their earnings

##### Actions to explore further:

- Schools supported to prepare young people for a range of destinations
- Construction Skills Centre model is replicated across other areas with known skills gaps

##### 2. Employers

We want Southwark to be a place where employers have access to a highly skilled local workforce. We want employers to invest in and help shape local skills provision and have the confidence that it is meeting their recruitment needs. We want our employers to offer good quality skills and employment opportunities for residents.

##### Strategy aims:

1. Employers are enabled to take a leading role in shaping a local skills offer that meets the needs of their workforce
2. The current and future skills needs of employers of all sizes are understood and met locally
3. Employers provide more opportunities for employment and work based learning, including apprenticeships and quality work

##### Actions to explore further

- Create a Good Work Standard that can be scaled up / down depending on the business and encourages continuous improvement. The standard should also be flexible enough for SMEs to take part
- Produce a FAQ for 'good work' that is specific to employers' size and sector – enabling businesses to understand the issues.
- Use good practice from the Construction Skills Centre and apply it to

<p>experience</p> <ol style="list-style-type: none"> <li>4. Employers offer more opportunities to people with complex needs</li> <li>5. Employers are supported to respond positively to workforce challenges that arise from Brexit</li> </ol>	<p>other sectors</p> <ul style="list-style-type: none"> <li>• Sector specific employer clusters to influence apprentice and skills provision</li> <li>• Create a network of employer ambassadors who can promote good work within their sector</li> <li>• Support small businesses to grow in their sector – enabling in work progression for their staff</li> <li>• Gain better understanding of employer needs and review our offer</li> </ul>
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<p><b>3. Providers</b></p> <p>We want to make Southwark a destination for learning with high quality skills and training provision for all ages which addresses local economic needs and the future demand for skills. We want residents to develop the skills they need to secure well paid jobs and that are shaped by employer demand. We want local providers to be partners in the development and regeneration of the borough and for our skills offer to be a local asset.</p>	
<p><b>Strategy aims:</b></p> <ol style="list-style-type: none"> <li>1. Southwark has a high quality skills offer that is attractive to learners and employers</li> <li>2. Employers and providers work collaboratively to provide innovative demand led skills solutions</li> <li>3. A greater range and quality of vocational learning, including apprenticeships is available and its value recognised</li> <li>4. Good quality careers advice is provided to all who need it across the borough</li> </ol>	<p><b>Actions to explore further:</b></p> <ul style="list-style-type: none"> <li>• Develop ways to recognise outcomes of learning beyond course completions and accreditations; in particular the pastoral support providers are able to provider learners and the focus on developing employment behaviours (soft skills)</li> <li>• Develop ways for learners and employers to discover more about providers; going beyond Ofsted inspection results towards learner and employer experiences of working with providers</li> <li>• Expand intelligence about the needs of employers and learners to develop an understanding of local needs</li> </ul>

#### 4. Funders

We will put Southwark learners first in getting the best possible funding deal for learning and skills. We want Southwark to be a powerhouse for innovation, using local resources to test out new ways of delivery and build on recent successes like the Southwark Construction Skills Centre. We want to use the funding available to better equip Southwark residents with the tools they need to access today's jobs and those of the future. We will use every tool at our disposal, working with employers, providers, schools, national and regional funding bodies and learners to align resources and put Southwark in pole position to be the borough of choice for high quality learning and skills.

##### Strategy aims:

1. Skills funding is aligned to local needs
2. Skills budgets are successfully devolved and work for London and Southwark
3. New partnerships harness local assets and resources to generate innovative skills funding models
4. Employment outcomes are embedded in the planning and delivery of skills provision

##### Actions to explore further:

- Develop ways to recognise outcomes of learning beyond course completions and accreditations; in particular the pastoral support providers are able to provide learners
- Explore opportunities to bid for AEB, ESF and other funding sources to support strategy delivery
- Advanced Learner Loans – review the effectiveness of these and whether there is a role for the support/promotion of this product with residents

## 5. Risks

	Risk	Impact (high, medium, low)	Likelihood (high, medium, low)	Mitigation / management	Impact with mitigation (high, medium, low)	Likelihood with mitigation (high, medium, low)
1.	The strategy's ambitions exceed our ability to influence / deliver	H	H	<ul style="list-style-type: none"> <li>• Ensure targets in the strategy are realistic and achievable – with a focus on what we can do locally in the short, medium and long term; starting small and building on our achievements</li> <li>• The delivery plan is clear in how actions will be monitored</li> <li>• Employers are encouraged to play a central role in contributing time, resources and money</li> <li>• Political buy in to the strategy – the council Leader continues to be sighted on the strategy</li> </ul>	M	M
2.	Funding / resource uncertainty; for example, the GLA's funding policy does not mirror Southwark's Skills Strategy vision and ambitions	M	M	<ul style="list-style-type: none"> <li>• The strategy encourages us to be opportunistic about funding routes – ensuring maximum access to a range of funding routes (e.g. crowdfunding)</li> <li>• Work together across different types of organisations, ensure we have the expertise to write winning bids</li> <li>• Lobby proactively for devolved and flexibility of funding that is needed to meet the strategy's ambitions</li> <li>• Ensure we can demonstrate our success for future funding opportunities – monitor projects closely and communicate successes</li> </ul>	L	L



Risk	Impact (high, medium, low)	Likelihood (high, medium, low)	Mitigation / management	Impact with mitigation (high, medium, low)	Likelihood with mitigation (high, medium, low)
<p>3. Accountability structure does not allow for the strategy's ambitions to be delivered</p>	H	M	<p>Create a partnership structure that:</p> <ul style="list-style-type: none"> <li>- Is clear on roles and responsibilities</li> <li>- Allows us to hold each other to account</li> <li>- Mirrors sub-regional arrangements and allows for the GLA to take a role</li> <li>- Has the right representatives, ensuring visibility and weight to our work</li> <li>- Is able to address ongoing resourcing of the strategy, monitoring and evaluation</li> </ul>	H	L
<p>4. The Strategy is not addressing existing inequality of outcomes in the skills system (i.e. disenfranchised young people continue to not receive the best support)</p>	H	M	<ul style="list-style-type: none"> <li>• Using data insight effectively; ensure alignment with employers' needs and future jobs</li> <li>• Help to create social networks to encourage increasing social mobility</li> <li>• Strategy has a focus on vulnerable groups; ensure that the delivery plan does too</li> <li>• Promote a better understanding of outcomes across the partnership</li> </ul>	H	L
<p>5. The Strategy is not flexible enough to keep pace with change (i.e. changes in labour market, local economy, resident needs)</p>	M	M	<ul style="list-style-type: none"> <li>• The partnership commits to collecting business intelligence and continuing an open dialogue with providers, learners and employers</li> </ul>	L	L

<b>Item No.</b> 10.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 1 - Procurement Strategy Approval Professional Technical Services Frameworks	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Members:</b>		Councillor Stephanie Cryan, Housing Management and Modernisation and Councillor Leo Pollak, Social Regeneration, Great Estates and New Homes	

**FOREWORD - COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODERNISATION AND COUNCILLOR LEO POLLAK, CABINET MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW HOMES**

The council has set a number of fairer future promises and made commitments to provide new homes, refurbish its existing housing stock and to regenerate neighbourhoods. To be able to deliver these promises it is therefore essential that designs and construction meet the needs of our residents and provide the solutions and value to the council.

This report sets out the procurement strategy for the Professional Technical Services frameworks which will compliment our in house delivery teams to deliver our ambitious regeneration, new housing and refurbishment programmes for our residents.

The procurements set out two frameworks that will be accessible to all council departments to engage with these specialist services. The procurement also sets out the benefits for apprenticeships and attracting diversity into this job market. The strategy will also allow local SME's the opportunity to be incorporated into the frameworks.

As landlord to the largest and most diverse council housing stock in London, Southwark always strives to be a responsive manager and progressive commissioner of new homes. Establishing a procurement approach that is properly nimble, outcome-oriented and provides for a quality-led commissioning process is essential to ensuring we can deliver the quality and quantity of new council homes to meet the growing needs of our population.

This report presents a new approach to procuring expertise for refurbishing, designing and building key capital projects in Southwark, bringing forward two new consultant frameworks for making our housing estates and neighbourhoods a place our resident can call home.

It also provides an evaluation framework for ensuring that our procurement of architects for new homes and other regeneration projects, while delivering best value to the council, meets our ambition to position Southwark as a progressive design client that leads the way producing new homes that are properly durable, manageable and beautiful for residents and for passers-by. The frameworks are established to ensure

that Southwark continues to attract the best architects and professional services for new housing and regeneration projects while allowing for a greater diversity of consultants to give their best work for Southwark.

## **RECOMMENDATIONS**

### **Recommendation for the Cabinet**

1. That the cabinet approves the procurement strategy outlined in this report for two frameworks:
  - A professional technical services framework consisting of 10 lots, as further detailed in paragraph 28, at a total estimated annual cost of £33m, for a period of 4 years from 1 May 2019, making a total estimated contract value of £132m; and
  - An architect framework consisting of 6 lots, as further detailed in paragraph 28, at a total estimated annual cost of £10m, for a period of 4 years from 1 May 2019, making a total estimated contract value of £40m.

### **Recommendations for the Leader of the Council**

2. That the leader of the council delegates authority to cabinet member for housing management and modernisation, for the reasons outlined in paragraph 14, to:
  - Award and enter into the professional technical services framework agreement consisting of 10 lots which will include direct awards and mini competition as noted in paragraph 32.
  - Award and enter into overarching agreement with all providers on the professional technical services framework agreement to cover management and governance provisions and the delivery of soft benefits.
3. That the leader of the council delegates authority to the cabinet member for social regeneration, great estates and new homes for the reasons outlined in paragraph 14, to:
  - Award and enter into the architect framework agreement consisting of 6 Lots which will include direct awards and mini competition as noted in paragraph 32.
  - Award and enter into overarching agreement with all providers on the architect framework agreement to cover management and governance provisions and the delivery of soft benefits.
4. Note that any new homes projects delivered through either the professional technical services or architects frameworks will be approved by the cabinet member for social regeneration, great estates and new homes.

## **BACKGROUND INFORMATION**

5. Professional technical services typically comprise the following:
  - Project management including contract administration/ employer's agent

- surveying
- mechanical and electrical engineering
- clerk of works
- surveys
- quantity surveying/ cost consultants
- structural engineering and
- multi-disciplinary consultants
- architects specialising in sectors such as education, housing, social care and regeneration.

6. The council has a substantial demand for all of these services across a number of different divisions – the key ones being:

Division	Approximate Annual Spend
Housing and Modernisation (Housing)	£25m
Regeneration	£16m
Others	£2m
Total Annual Spend:	£43m

7. This produces an estimated total spend for the council across all key departments of £172m over 4 years.
8. On 18 July 2017 a Gateway 0 report was approved by cabinet approving the strategic options assessment for professional technical services which recommended the following:
- i. A framework consisting of multi-disciplinary and individual lots for specialists using an EU competitive procedure with negotiation (CPN);
  - ii. A prior information notice (PIN) to inform the market of the council's intention to procure; and
  - iii. Issuing leaseholders with notice of intentions (NOI).
9. At the cabinet meeting it was suggested that the council explore the possibility of opening up this procurement to all other public bodies within the London area. As a result of this, the council engaged with all London boroughs and a number of other bodies (i.e. Fire Brigade service) to understand their requirements and interest in using this framework, the outcome of which is detailed in paragraphs 22 to 24.
10. However, for reasons detailed in paragraphs 23 to 24 the intention is to proceed with a Southwark council only procurement.
11. **HOUSING:** Currently have two contracts in place providing multidisciplinary professional technical services with Calfordseaden LLP (CS) and Potter Raper Partnership (PRP) which commenced on 1 November 2013 for an initial term of 4 years with the option to extend up to a further 6 years at the council's discretion. As the current contracts initial term of 4 years expired on 31 October 2017, a Gateway 3 report was approved on 10 November 2017 to extend the terms of both contracts for 18 months giving a revised completion date of 30

April 2019 to ensure continuity of service whilst a framework is procured for new services.

12. **REGENERATION:** Currently has no formal long term contracts for professional technical services or architect services specifically for their department; but instead engages consultants with competitive tendering on a demand led basis using suppliers from either the council's approved list of contractors or external frameworks such as PAGABO and GLA frameworks.
13. The proposed frameworks will each be for duration of 4 years with no option to extend.
14. It is recommended that the Leader delegate authority for the Gateway 2 for the award of both frameworks to the relevant Cabinet Members as Housing is working to extremely tight timescales as their current contracts expires on 30 April 2019 and there may be TUPE requirements which will need to be undertaken prior to then which could take up to an additional three months.

### **Summary of the business case/justification for the procurement**

15. The Housing and Regeneration divisions both have a number of key deliverables to be actioned over the next 10 years.
16. Both Housing and Regeneration are responsible for delivering 11,000 new council homes by 2043.
17. The "Southwark Housing Strategy to 2043" is a complex programme encompassing the following:
  - I. New build housing stock.
  - II. Refurbishment of existing housing stock, and
  - III. Build on top and extensions to existing housing stock.
18. There is a wide range of statutory regulations that must be met when providing professional technical services to ensure the council is compliant with current legislation. This requires specialist knowledge in each of the professional technical services disciplines.
19. Regeneration is also working on schemes for children services and adults to improve the quality of provision.

### **Market considerations**

20. There are significant numbers of large, medium and small consultants which can provide the various service disciplines.
21. The council intend to publish two PINs on 15 June 2018 informing the market of the design of the procurement and contract and allows suppliers to obtain further information about the procurement. This is likely to be followed up with an Open Day for interested bidders in July 2018.
22. As noted in paragraph 9 the council was asked to consider a pan London framework. In order to check the interest of other London boroughs a briefing day was held on 18 October 2017 in order to better inform options for the framework's structure and access payment arrangements. The briefing day was

attended by eight other public bodies, including Lambeth, Wandsworth and Bromley councils. The following topics were discussed:

- Usage of lots
- Access payment structure preference
- Ongoing support services.

23. When establishing a framework for use by others, it is usual for the lead organisation to require an access fee and to levy a percentage charge for each call off value (usually ranging between 1-5%), to cover management costs for operating the framework on behalf of others and to recoup its procurement costs. However from the briefing day, it was evident that the public bodies did not want to pay an access fee for the framework. Another concern (for the council and other parties using the framework) is that the percentage fee levied for each call off contract could result in artificially inflated tenders (for consultants to cover these costs) and therefore potentially higher costs for leaseholders.
24. The London boroughs in attendance also showed little interest in ongoing support services although they did say that other boroughs or public bodies may not have the same view. For these reasons the council is proposing to proceed with two Southwark council only frameworks.

## **KEY ISSUES FOR CONSIDERATION**

### **Options for procurement route including procurement approach**

25. The nature and value of these services means that the full tendering requirements of the Public Contract Regulations 2015 and Public Sector Directive 2014/24/EU would apply.
26. The Gateway 0 report approved on 18 July 2017 detailed the options available to the council that both Housing and Regeneration considered:
- A. Do nothing – This is not an option as it would make it extremely difficult for both departments to meet their requirement of delivering 11,000 new council homes across Southwark by 2043. In addition to this it would make it extremely difficult for Housing to deliver on its commitments in the “Southwark Housing Strategy to 2043” strategic report and Regeneration commitment to provide school and improvement to Adult Social Care. There is also a requirement to carry out master planning urban design for development of the Old Kent Road and this framework will be provide access to professional services who have been selected competitively through the framework.
- B. In-Source – consideration was given to creating its own in-house professional technical services permanent team. However, at this time, this is not a viable option as past experience has demonstrated that when previous in-house teams were in place they were unable to provide the flexibility to meet changing demands as a result of fluctuations in programmes. Consideration for an in-house team could be developed for new build social homes after establishing a delivery model that provides a transparent and accurate business case. This report allows the procurement and implementation of contracts to deliver new homes whilst officers explore in-sourcing a dedicated team and new delivery models.

### C. External Procurement

- i. Use existing external frameworks - there are external frameworks available to use (i.e. Crown Commercial Services Project Management & Full Design Team Services, the GLA frameworks for professional services, SCAPE and PAGABO). Although each framework will have been competitively tendered in line with EU Regulations most frameworks usually have the same or very similar consultants on them. Using a framework would therefore mean that the council would be seeking tenders from a more limited number of consultants and it would also be restricting access to small and medium size consultants which usually struggle to access existing external frameworks. For these reasons, at present this is not a viable option.
- ii. Undertake an EU procurement to invite the market to tender for these services and explore opportunities for SME's and other soft benefits. There are a number of procurement routes which can be undertaken the two methods discussed in the Gateway 0 report were:
  - The restricted procedure – this is a common procurement route to use. This procedure is, however, primarily suitable if the council is able to clearly define its required output as only 'clarifications' are allowed.
  - A competitive procedure with negotiation (CPN) – this allows the council to:
    - reserve the right to evaluate and award a contract based on initial tenders (as if it was a restricted procedure); or
    - have negotiations with shortlisted bidders to clarify aspects of the initial tender prior to submitting a final tender.

When running EU procurement procedure the council has two main options:

- Award individual contracts for each service/lot. However this could become too restrictive and would limit small medium enterprise (SME) consultants from applying and therefore considered not a viable option.
- Procure a framework providing a suite of multi-disciplinary and individual lots for specialists

- D. Shared Services – this option was explored but combining services with other organisations would add difficulties in contract management and varying service demands and therefore considered not a viable option.

### Proposed procurement route

27. Whilst the Gateway 0 report referred to the development of one framework using a CPN route, officers have undertaken further research and are now recommending use of the restricted procedure to procure two frameworks for the multi-disciplinary technical professional services requirements each with duration of four years with no option to extend.
28. The recommendation to split the council's requirements across two as opposed to one framework is now being proposed as there is a clear division behind the requirements in that Regeneration require the majority of architectural services and Housing have the largest demand for the other professional technical services. In addition to this Housing needs to have a framework for its

requirements in place by 1 May 2019, therefore dividing the council's requirements across two frameworks should create two more manageable projects and enable Housing to prioritise the evaluation and delivery of the professional technical services framework in order to meet its project plans.

29. The following frameworks are now recommended:

- One framework for Professional Technical Services consisting of the following 10 Lots which will generally be led by Housing but will also be accessible by other council departments including Regeneration; and

<b>Lot No.</b>	<b>Lot Description</b>	<b>Approximate Lot Value (£)</b>	<b>Housing</b>	<b>Regen</b>	<b>Other</b>
1	Project Management which includes contracts administration and Employer's Agent	£39m	£25m	£12m	£2m
2	Civil and Structural Engineer	£6m	£4m		£2m
3	Mechanical and Electrical Engineer	£3m	£0m	£1.5m	£1.5m
4	Mechanical Engineer	£8m	£8m		
5	Electrical Engineer	£5m	£5m		
6	Building Surveyor	£11m	£7m	£3m	£1m
7	Quantity Surveyor / Cost Consultancy	£16m	£8m	£5m	£3m
8	Clerk of Works	£6m	£4m	£2m	
9	Multidisciplinary Consultants	£22m	£22m		
10	Architects for New Build Social Housing*	£16m	£16m		
	<b>Totals</b>	<b>£132m</b>	<b>£99m</b>	<b>£23.5m</b>	<b>£9.5m</b>

- \* Lot 10, Architects for New Build Social Housing, is tasked with delivering 11,000 new homes and will require new innovative, unorthodox ways to deliver this target.
- One framework for Architects which is likely to consist of the following Lots which will be led by Regeneration but will also be accessible by other council departments including Housing:



<b>Lot No.</b>	<b>Lot Description</b>	<b>Approximate Lot Value (£)</b>
1	Architects for Nursery, Primary, Secondary and Special Needs Schools	£16m
2	Architects for Further and Higher Education	£3.5m
3	Architects for Master Planning, Urban Design and Public Realm	£12m
4	Architects for Social Care	£2.5m
5	Architects for Conservation / Heritage	£2m
6	Architects for Commercial/Depot	£4m
	<b>Totals</b>	<b>£40m</b>

30. By developing its own frameworks, the council can create its own bespoke requirements and be as generic or as specific as it desires and enable it to award contracts in line with each department's individual requirements i.e. it could have an option of direct award or mini-competition for all or some lots.
31. Splitting each framework up into smaller lots enables the council to achieve the required level of flexibility and responsiveness to suit each department needs and enable the project manager to obtain best value by either going to a 'one-stop' shop or assembling a "fit for purpose" professional technical services team. In addition to this the largest valued lots may also be tiered by value, which will provide SME's with an increased opportunity to participate.
32. Both frameworks will allow for mini-competition and direct awards for each project the circumstances for which will be outlined in more detail in the tender documents and subsequent Gateway 2 reports. Mini competitions can also allow new or unorthodox methods for carrying out refurbishment, design or building work. It can also allow for quality outcome led evaluations to capture the full life cycle cost of the buildings.
33. Although it had been considered at an earlier stage that a competitive procedure with negotiation was more appropriate it has become clear that a restricted (two stage) procedure is more suitable as it will enable the council to undertake a faster procurement process.
34. In line with these recommendations it is proposed that the council publish two OJEU notices for these tenders - one for the Professional Technical Services Framework and one for the Architects Framework. These procurements will be carried out in accordance with an EU restricted procedure via the council's e-procurement portal, Procontract3. Organisations who formally express an interest in tendering for either of these frameworks via ProContract3 in response to the portal advert and OJEU notices will need to complete a standard selection questionnaire (SQ) and confirm which Lots they would like to bid for. In order to attain the best outcome from these procurement exercises and explore different approaches with bidders, it is intended to allow bidders to bid for more than one Lot within a framework, the maximum number for which they are allowed to bid for will be included in the SQ and tender documents.

35. The SQ will be a standard document which bidders will only need to complete once for each Framework irrespective of the number of Lots they wish to bid for in each Framework. However, for some Lots there will be a requirement to respond to some additional Lot specific questions in the final section of the SQ.
36. The SQs for each Framework will be evaluated based on agreed criteria and each division will shortlist the bidders against each Lot as detailed in paragraph 52 of this report. Bidders will then be notified as to whether they have or have not been successful and an invitation to tender (ITT) will be issued to each successful bidder for their relevant Lot(s).
37. At the ITT stage the shortlisted bidders will be required to make a full tender submission. If required, the council may conduct a series of clarifications following which a final score for each tenderer shall be obtained. The most economically advantageous tender(s) for each lot will be recommended for a place on the framework in line with paragraph 52.
38. As aforementioned in order to manage internal resources effectively Housing will be the lead department evaluating Professional Technical Services framework and Regeneration will be the lead department evaluating the Architects framework. In order to ensure that the lots are evaluated and approved in a timely fashion it is proposed that two Gateway 2 reports will be developed – one for each framework.

#### Identified risks for the procurement

39. The following risks have been identified for this project:

R/N	Risk Identified	Risk Rating	Mitigation
R1	Challenges to procurement outcome	Low	Ensure robust procurement in line with EU procurement regulations.
R2	The procurement process is delayed	Low	Effective procurement project management. Requirements have been divided across two frameworks and different Lots have been assigned to various departments to ensure adequate resources are available to evaluate tenders.
R3	The consultants fail to deliver service	Low	The council shall test the quality submissions of each consultant to ensure they can provide the services. The framework will have multiple providers against each lot so if one or even two consultants fail to deliver there will be alternative providers available.
R4	Risk of challenge by leaseholders.	Low	Notice of intentions has been issued and all queries responded to. At Notice Of Proposal stage leaseholders queries will be responded to.

R/N	Risk Identified	Risk Rating	Mitigation
R5	Consultants become insolvent go into administration or liquidation.	Low	Appropriate financial checks will be undertaken throughout the procurement process. The framework will consist of a number of consultants who can provide cover.

40. A performance bond will not be required for the individual call off contracts to either framework. The contract documentation will include for retention of monies in respects of consultant fees to be withheld until satisfactory completion for each call off contract. An ultimate holding/parent company guarantee will be required for all call-off orders if the successful consultant(s) has a parent company.
41. Each call off contract will contain a break clause to terminate the call-off contract at will with no consideration of any loss or expense at any time.

### Key /Non Key decisions

42. This report deals with a key decision.

### Policy Implications

43. This report relates to the delivery of council targets contained in the “Southwark Housing Strategy to 2043”.
44. The delivery of the framework fits with the council’s objectives as outlined in the fairer future promises, specifically:

Promise 1: Value for Money  
 Promise 5: Nurseries and Childcare  
 Promise 6: A Greener Borough  
 Promise 9: Revitalised Neighbourhoods

### Procurement Project Plan (Key Decisions)

45. The table below sets out the timescales for the Professional Technical Services framework which will meet the required start date on 1 May 2019. It is the intention that Architects framework will follow these timescales. However this is subject to the number of expressions of interest received and resources available.

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	12/07/2017
DCRB Review Gateway 1	30/04/2018
Brief Housing cabinet member (over £100k) Housing	30/04/2018
Chief Executive’s DCRB Review Gateway 1	03/05/2018
CCRB Review Gateway 1	10/05/2018

Activity	Complete by:
Brief Chief Executive's member (over £100k) Regeneration	14/05/2018
Notification of forthcoming decision - Cabinet	04/06/2018
Publish PIN Notice	15/06/2018
Approval of Gateway 1: Procurement strategy report	26/06/2018
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	06/07/2018
Issue Notice of Intention (Applies to Housing Section 20 Leaseholder consultation only)	16/08/2017
Completion of tender documentation	19/06/2018
Publication of OJEU Notice	06/07/2018
Publication of Opportunity on Contracts Finder	12/07/2018
Hold bidders day	13/07/2018
Closing date for receipt of expressions of interest	13/08/2018
Completion of short-listing of applicants	18/09/2018
Invitation to tender	21/09/2018
Closing date for return of tenders	05/11/2018
Completion of evaluation of tenders	21/12/2018
Issue Notice of Proposal (Applies to Housing Section 20 Leaseholder consultation only) (NOP completed)	18/02/2019
Forward Plan (if Strategic Procurement) Gateway 2	14/05/2018
DCRB Review Gateway 2: (special)	11/02/2019
CCRB Review Gateway 2	14/02/2019
Notification of forthcoming decision	04/03/2019
Approval of Gateway 2: Contract Award Report	12/03/2019
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	22/03/2019
Debrief Notice and Standstill Period (if applicable)	25/03/2019
Contract award	27/03/2019
Place award notice in Official Journal of European (OJEU)	03/04/2019
Place award notice on Contracts Finder	03/04/2019
Add to Contract Register	03/04/2019
TUPE Consultation period (if applicable)	30/04/2019
Mobilisation	30/04/2019
Contract start	01/05/2019
Initial contract completion date	30/04/2023

Activity	Complete by:
Contract completion date – (if extension(s) exercised)	N/A

### **TUPE/Pensions implications**

46. The incumbent consultants have confirmed that none of their staff are permanently assigned to their current contracts with the council and are therefore not within scope to transfer under TUPE. It is therefore unlikely that TUPE will apply to an initial call-off of a contract from the frameworks for the same services; however, it is how their workforce is organised at the point of the commencement of services on a call-off from the frameworks which will be determinative. Further confirmation of the position will therefore be sought prior to any initial call-off. During the term of the frameworks TUPE may apply on a successor call-off contract from the frameworks where (a) the contract is not of short term duration and (b) an incumbent supplier has in place an organised groupings of employees whose principal purpose is the carrying out of the activities which are the subject of that call-off contract. TUPE will therefore need to be considered and due diligence carried out as appropriate on the occasion of each call-off contract. The risk of TUPE applying to any of the Council's employees undertaking similar activities should be low given that their activities will not form part of any call-off contract.

### **Development of the tender documentation**

47. A project board will be set up for each framework and will approve the final tender packs. Both teams with assistance from its external advisors will be responsible for developing the tender documentation for Professional Technical Services and Architect frameworks.
48. Workshops will be held with internal stakeholders to ensure that the scope and specifications are fully captured ready for the procurement.
49. The SQ will be based upon the government's Standard SQ with some additional sections included from the PAS91 Pre-qualification Questionnaire and the Invitation to Tender (ITT) documentation will be based on a set of Employers Requirements after consultation with the delivery teams.
50. Specifications have been developed based on the council's bespoke requirements. Policy related requirements will be referenced using relevant appendices, links and insertions.

### **Advertising the contract**

51. The contracts will be advertised by way of two official notices that will be published in the official Journal of the European Union (OJEU). After publication of the OJEU notices, the council will also publish contract notices on the Contracts Finder website. In addition to this it will also hold a Bidders Day in early July and contact all relevant people who have previously expressed an interest in either of these tenders.

## Evaluation

52. The SQs returned will be evaluated by officers from the Housing and Regeneration divisions. The selection process will be an evaluation of each bidder's economic and financial standing and their technical knowledge, accreditation, experience and ability and capacity to deliver the service. It is intended to shortlist the bidders against each Lot in accordance with the following tables but final numbers will be confirmed, by the project boards, prior to OJEU notices being published.

### Professional technical services framework

Lot No	Lot Description	No. of Tenderers shortlisted at SQ to progress to ITT	No. of Tenderers awarded contract
1	Project Management which includes contracts administration and Employer's Agent	12	8
2	Civil and Structural Engineer	6	4
3	Mechanical and Electrical Engineer	5	3
4	Mechanical Engineer	6	4
5	Electrical Engineer	6	4
6	Building Surveyors	12	8
7	Quantity Surveyor/Cost Consultancy	12	8
8	Clerk of Works	6	4
9	Multidisciplinary Consultants	8	5
10	Architects for New Build Social Housing	18	12

### Architects framework

Lot No.	Lot Description	No. of Tenderers shortlisted to progress to Final ITT	No. of Tenderers awarded contract
1	Architects for Nursery, Primary, Secondary and Special Needs Schools	16	12
2	Architects for Further and Higher Education	8	5
3	Architects for Master Planning, Urban Design and Public Realm	12	8
4	Architects for Social Care	6	3
5	Architects for Conservation / Heritage	6	3
6	Architects for Commercial/Depot	6	3

53. Each Framework ITT will be evaluated by two evaluation panels, one reviewing price and the other quality.
54. It should be noted that for each framework consultants are able to bid for one or more Lots; the maximum number for which they are allowed to bid for and be awarded will be included in the SQ and tender documents. As each Lot will be assessed on a stand alone basis this could result in one bidder being awarded multiple Lots if they offer the most economically advantageous tender for those Lots.
55. The following paragraphs provide an overview of the evaluation methodology for both frameworks:

#### **Professional technical services framework**

56. The council's standard evaluation criteria are based on 70:30 price/ quality split. This achieves a balance between cost and the quality of service delivery. However, for Professional Technical Services Framework the cornerstones of a successful service are service delivery and accountability. The driver is therefore much more focused on quality outcomes rather than just price. It is therefore recommended that the council employ an evaluation criterion of 60:40 price/quality split. However, for Lot 10 a, an evaluation criterion of 60:40 price quality will applied.
57. This sends a clear message to the market that the council expects a high-quality service and not simply the cheapest one. The risk of the council having to pay more for the service is mitigated by the fact that this market is currently extremely competitive. Given the value of this framework, the market is expected to price tenders very keenly so even with the emphasis on quality, the council still expects to achieve value for money.
58. Price evaluation for the professional technical services framework will be undertaken by the housing division's asset management team and reviewed by finance. It is proposed to use a price model that ensures lowest un-economical bids do not receive the highest scores. To achieve this the 60% awarded for price will be split into two distinct sections as follows:
  - a. Lowest price, which is likely to account for 35%, where the Tenderer with the lowest price is awarded the maximum percent and all other Tenders are scored proportionally to the lowest price.
  - b. Mean average price tenders, which is likely to account for 25%, where the Tenderer with their score closest to the mean average value of all compliant tenders will be awarded 25% with all other tenders scored proportionally to the mean average price.
59. The quality response (40%) for each lot is expected to include two scenarios the tenderer must respond to in order to assess the following areas:
  - c. Mobilisation and quality of resources available
  - d. service delivery including design
  - e. accountability life cycle costing and
  - f. social value considerations.

60. For Lot 10, Architects for new build social housing, the evaluation criterion will be the same as the Architects framework detailed below.
61. Each question will be scored from 0 – 5 as detailed in the following Table, however this may be adapted for the individual work streams and/or specific questions. Once each question is scored the appropriate weighting will be awarded to each score.

<b>Assessment</b>	<b>Score</b>	<b>Basis of score</b>
Cannot be scored	0 points	No information provided or incapable of being taken forward either because the Supplier does not demonstrate an understanding of our requirements or because the solution is incapable of meeting our requirements.
Unsatisfactory	1 point	Although the Supplier does demonstrate an understanding of our requirements there are some major risks or omissions in relation to the proposed solution to deliver the service and we would not be confident of our requirements being met.
Satisfactory	2 points	A response which is capable of meeting our requirements but is unlikely to go beyond this.
Good	3 points	A response which shows that the Supplier demonstrates an understanding of our requirements has a credible methodology to deliver the service and could evolve into additional benefits.
Very good	4 points	A response which shows that the Supplier demonstrates an understanding of our requirements, and has a credible methodology to deliver the service alongside a clear process and plan to deliver additional benefits and deliver value.
Excellent	5 points	A response which shows how the service can comprehensively be taken to the next level in terms of exceeding our requirements and/or offering significant added value to the Council's overall strategic requirements and objectives.

62. Tenderers will be required to provide information to support their quality submission that demonstrates their ability to fulfil the requirements that were outlined in the Employers Requirements.

### **Architects framework**

63. The Architects framework is likely to have an evaluation criterion of 60:40 quality/price. This is not unusual for such design disciplines as it is vital that Southwark attract and attain architects which are able to deliver high quality designs.
64. The quality response (60%) for each lot is expected to include a number of scenarios the tenderer must respond to in order to assess the following areas:
- a. Design;
  - b. Mobilisation and quality of resources available;
  - c. Service delivery including design;
  - d. Accountability and life cycle costing; and
  - e. Social value considerations.
65. Each question will be scored from 0 – 5 as detailed in Table in paragraph 58, however this may be adapted for the individual work streams and/or specific



questions. Once each question is scored the appropriate weighting will be awarded to each score.

66. Tenderers will be required to provide information to support their quality submission that demonstrates their ability to fulfil the requirements that were outlined in the Employers Requirements.
67. Price evaluation (40%) for the Architects Framework will be undertaken by the Regeneration team and reviewed by finance. Due to this emphasis on quality the council is intending to award the Tenderer with the lowest price the maximum percent with all other Tenders are scored proportionally to the lowest price.

### **Both frameworks**

68. The council is likely to reserve the right to include minimum threshold criteria for some quality and financial implications.
69. The council may decide to hold some clarification meetings prior to finalising the tenderers' price and quality scores which shall then undergo consensus scoring before being added together to produce a final score.
70. Tenderers with the highest combined finance and quality score will then be ranked and used to select a final list of consultants for the individual lots (as detailed in the tables contained in paragraph 52).
71. The individual lots will have a number of consultants to ensure the council does not overload any one particular supplier and provide enough options/support in case a supplier is removed for poor performance.
72. Both frameworks are likely to have the facility to directly award to a call off contract to the highest scoring supplier to reduce project timescales as well as the opportunity to run mini competitions, information on the confirmed award procedures will be detailed in the tender documents. Further information on this which will be outlined in the tender documents.

### **Community impact statement**

73. The professional technical services which form part of this framework will support the council's commitment to providing quality affordable housing.
74. The professional technical services that form part of this framework are intended to provide a range of public services of benefit to the local community and support the council's commitment to providing high quality educational and mixed use developments. One of the main objectives of the services will be to ensure the quality of design and innovation whilst minimising the impact on the whole community regardless of age, disability, faith/religion, gender, race, ethnicity and sexual orientation.
75. In addition to this for Housing the Professional Technical Services framework will be of a medium impact to tenants, homeowners and other stakeholders as these services will provide design, specification and management of the council's housing stock.

### **Social value considerations**

76. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.

### **Economic considerations**

77. As the council explores ways it can continue to deliver value for money, it is essential that it make even better use of its resources to meet the needs of residents and businesses in the borough. Under promise 8 Education, employment and training of the Fairer Future Promises, the council has made a commitment to create 2,000 new apprenticeships by 2018. This programme will seek developers to employ at least one apprentice for every £1m spent.
78. Suppliers will be evaluated at tender stage on how they intend to attract and support more women and BME residents into these opportunities who are underrepresented in the professional technical services industry.

### **Social considerations**

79. The council can exclude companies who break the law by blacklisting if they are either still blacklisting or have not put into place genuine actions concerning past blacklisting activities. The council can require "self cleaning" which enables a potential contractor to show that it has or will take measures to put right its earlier wrongdoing and to prevent them from re-occurring and to provide evidence that the measures taken by the economic operator are sufficient to demonstrate it has:

“Owned Up”: clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities

“Cleaned Up”: taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct, and

“Paid Up”: paid or undertaken to pay compensation in respect of any damage caused.

80. The council will include a request for the necessary information from tenderers (using the council’s standard documentation in relation to blacklisting). The council’s contract conditions will include an express condition requiring compliance with the blacklisting regulations and include a provision to allow the contract to be terminated for breach of these requirements.
81. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, development partners engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful consultants on these frameworks will result in quality improvements for the council. These should include a high calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful consultants will be expected to meet the LLW requirements and call-off contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders

will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and any cost implications will be monitored as part of the call-off contract review process.

### **Environmental/sustainability considerations**

82. The contract documents will include specifications to ensure that designs incorporate the following:
- i. Low energy use building designs;
  - ii. materials from sustainable sources;
  - iii. use of high efficiency building services; and
  - iv. use of renewable energies.
83. The use of the council's e-procurement system Pro-contract 3 will limit the amount of paper used.

### **Plans for the monitoring and management of the contract**

84. The frameworks will be managed by officers from Regeneration and Housing. KPI's will be used to measure the consultant's performance and each project will have a formal review which will be recorded for audit purposes.
85. Each council project manager will be responsible for recording performance of the consultant that has been issued an order under each framework. The financial spend of each supplier will also be recorded to ensure:
- That no consultant is overburdened with projects
  - all consultant get an equal opportunity to submit tenders as part of the mini-competition rules
  - a detailed record of expenditure is maintained for each framework and lots to ensure compliance with contract standing orders (CSO's).
86. Where performance issues are identified, the council will suspend a consultant until it is confident that the service can be delivered. Each lot will have a number of consultants on it to help mitigate against this risk.
87. Officers will also produce six monthly and annual performance reviews in line with the council's contract standing orders.

### **Staffing/procurement implications**

88. In order to provide comprehensive tender documents for this procurement the council has employed a legal team to advise on contract and tender documents and a consultant to advise on the process and specification requirements for architects.
89. All other staffing for these procurements will be resourced internally by the housing and regeneration teams. The Head of each department will be responsible for ensuring that the programme is adequately resourced and coordinated to deliver its objectives and procured efficiently and effectively in accordance with best practice for major projects procurement.

### **Financial implications**

90. As this is a report to recommend a procurement strategy, there are no financial implications arising directly from the report's recommendations. The estimated cost of the services of £160m over four years is indicative at this stage, with the actual costs being dependent upon both the value of works requiring professional technical services and the tenders for those services.
91. The frameworks are designed to support a programme of capital works across all council services, and the funding will, therefore, be provided by both the General Fund and Housing Investment programmes.

### **Investment implications**

92. These frameworks directly enable the capital works described in the "Southwark housing strategy to 2043" as well as those set out in the 2017 Primary and Secondary School Place Planning Strategy Update.

### **Legal implications**

93. Please see concurrent from the director of law and democracy.

### **Consultation**

94. Consultation has been held across the council departments to establish the service requirements.
95. In order to check the interest of other London boroughs, as noted at paragraphs 9 and 10, a briefing day was held on 18 October 2017 in order to better inform options for the framework's structure and access payment arrangements.
96. The council intends to hold an Open Day with interested bidders in July 2018 to generate market interest.
97. The GW0 report approved issuing NOI's to all leaseholders. This was completed on 16 August 2017.

### **Other implications or issues**

98. None.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Strategic Director of Finance and Governance (H&M18/002)**

99. The strategic director of finance and governance notes the recommendations made in this report to procure professional technical services and architect framework for the council. The costs of these services are estimated to be in the region of £172m over four years, with funding to be met from both the General Fund and Housing Investment capital programmes. At this stage, the estimated cost is indicative and there are no specific financial implications arising from this decision.

## **Head of Procurement**

100. This report seeks the Cabinet's approval for the procurement strategy outlined in this report to undertake two EU procurements for a professional technical services framework consisting of 10 lots at a total estimated cost of £132m for a period of 4 years and an architect framework consisting of 6 lots at a total estimated cost of £28m for a period of 4 years.
101. The value of the frameworks for these services means that they are both subject to the tendering requirements of the Public Contract Regulations 2015 (PCR15) and the council's contract standing orders. The council's proposed strategy of undertaking two restricted procedures for the reasons detailed in paragraphs 27 to 33 will meet these requirements. This procurement route should maximise competition and ensure that the council achieves the best value for money.
102. Paragraphs 52 to 72 in this report detail the proposed evaluation methodology for each of the lots which will result in the council selecting a final list of consultants for the individual lots for each framework in line with the tables in paragraph 52.
103. Southwark Council's procurement officers will be advising on the tender documents to be used to ensure that all relevant statutory questions are included and due diligence to ensure the successful supplier is financially stable.

## **Director of Law and Democracy**

104. This report seeks the cabinet's approval to the procurement strategy for the professional technical and architect services by establishment of two 4 year frameworks for these services. At an estimated value exceeding £4m, this is a strategic procurement under contract standing orders and approval is therefore reserved to the cabinet.
105. The nature and value of these services means that these procurements are subject to the full tendering requirements of the Public Contract Regulations 2015 (EU regulations). As noted in paragraph 34, two frameworks will be established following a restricted procedure in accordance with those EU regulations of this report and will be advertised through OJEU. Officers in the contracts team in legal services will work with the project team to ensure that the frameworks are established in accordance with the EU regulations.
106. The cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to (a). The cabinet is specifically referred to the community impact statement at paragraphs 73-75 setting out the consideration that has been given to equalities issues which should be considered when agreeing this procurement strategy and at each stage of the process.

107. The cabinet is also referred to paragraphs 92 and 93 which set out the consultation that has taken place. The cabinet should take into account the outcome of the consultation when approving this procurement strategy.

#### **Director of Exchequer**

108. These contracts are Qualifying Long Term Agreements under the terms of the Commonhold and Leasehold Reform Act 2002. They are subject to consultation under section 20 of the Landlord and Tenant Act 1985 as amended, and Notice of Intention was served on all leaseholders in the borough on 16th August 2017 under schedule 2 of the regulations.
109. When tenders have been received it will be necessary to serve notice of proposal to all leaseholders in the borough and the contract should not be let until the consultation period has ended and all observations given due regard.
110. Where work is placed with the directly appointed provider for the area, no further consultation is required. Work that is to be placed within the framework under competitive quotes, and which is expected to last more than a 12 month period and to cost individual leaseholders more that £100 in service charges per year, falls outside of the schedule 2 consultation and will be subject to consultation under schedule 1 of the regulations. Under these circumstances it will be necessary initially to serve a Notice of Intention which will require, amongst other things that leaseholders are offered the opportunity to put forward their own nominated provider to be invited to tender for that work. This nominated provider is not restricted to those included on the framework. Further Notice of Proposal will then be required after tenders are received and before they are accepted.

#### **BACKGROUND DOCUMENTS**

<b>Background Documents</b>	<b>Held At</b>	<b>Contact</b>
Gateway 0 report Professional Technical Services	Housing and Modernisation Floor 3 Hub 4, 160 Tooley St	Gavin Duncumb Tel: 020 7525 0685
<b>Link: (copy and paste into browser)</b> <a href="http://moderngov.southwark.gov.uk/documents/s69810/Report%20Gateway%20%20Strategic%20Options%20Assessment%20for%20Service%20Provision%20of%20Professional%20Technical%20Serv.pdf">http://moderngov.southwark.gov.uk/documents/s69810/Report%20Gateway%20%20Strategic%20Options%20Assessment%20for%20Service%20Provision%20of%20Professional%20Technical%20Serv.pdf</a>		

#### **APPENDICES**

<b>No</b>	<b>Title</b>
None	

**AUDIT TRAIL**

<b>Cabinet Members</b>	Councillor Stephanie Cryan, Housing Management and Modernisation and Councillor Leo Pollak, Social Regeneration, Great Estates and New Homes	
<b>Lead Officer</b>	Dave Markham, Director of Asset Management	
<b>Report Author</b>	Gavin Duncumb, Commercial Manager	
<b>Version</b>	Final	
<b>Dated</b>	13 June 2018	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	13 June 2018	

<b>Item No.</b> 11.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Response to Housing and Community Safety Scrutiny Sub-Committee Review of Resident Engagement	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Stephanie Cryan, Cabinet Member for Housing Management & Modernisation	

### **FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR HOUSING MANAGEMENT & MODERNISATION**

Engaging with our residents allows them to have a genuine say in decisions and it is important that we have the right formats and processes in place to meaningfully engage and listen to residents' ideas and views.

This report is in response to the recommendations of the recent housing and community safety scrutiny sub- committee review into resident engagement. As part of that review the council were asked to commission an independent review into the current housing engagement structure which was carried out by Kaizan/Social Engine. The review identified a number of fundamental challenges including the limited coverage of our TRAs, how to involve diverse residents that reflect the makeup of the borough, the representativeness of members of Area Housing Forums, Tenants and Homeowner Councils, low awareness of residents of the resources available and a preference for funding to be directed towards estate-based/local community projects.

The current engagement structures have been in place for several decades and some of the key messages that came out of the review were the need to involve young people, the need to use digital tools and the need to tie in with other community groups and to reach people where they are.

All of our housing engagement structures rely on residents volunteering their services and we can never underestimate the time and commitment they give and I want to thank all of them for the work they do on their estates and for the local community.

This report recommends that cabinet approve the establishment of a co-design panel of residents from across the borough to review the housing engagement and involvement structures and there will be a further report coming to cabinet later in the year with recommendations for the engagement structures going forward.

### **RECOMMENDATIONS**

That the cabinet approves:

1. The establishment of a co-design panel of residents to review the housing engagement and involvement structure.



## BACKGROUND INFORMATION

2. Good quality engagement is not just a matter of principle; it has tangible benefits, leading to better decisions and helping residents to understand the council's position, even when they do not necessarily agree with it.
3. Engaging with residents and giving them a genuine say in the decision-making process is particularly important at a time when large-scale budget cuts mean the council has to make difficult and sometimes unpopular choices.
4. This council's commitment to engagement is set out in the council's 'Approach to Community Engagement', adopted by the cabinet in December 2012 and in The Charter of Principles - resident consultation and engagement programme (2014). In September 2017 the council adopted its Social Regeneration Framework for 'ensuring that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities so people have better lives, in stronger communities, and achieve their potential'.
5. The council values the input of and engagement with the communities that live in council homes, whether tenants, homeowners or others living in council homes. We are committed to finding better ways to listen and respond to all our residents and the things that matter most to them and believe that if residents, staff and councillors work together in partnership we will be successful in delivering the right services and building stronger and more resilient communities.
6. As the largest council landlord in London and the sixth largest in the UK, the council's relationship with its tenants and homeowners is especially important and is governed by statute that requires the council to consult its tenants on matters of housing management. Many other consultations that the council carries out are not statutory but reflect a genuine commitment to know what residents think about what the council is doing and planning to do. The council intends to remain a large landlord for many years to come. It has invested well over £300 million to improve the standard of existing council homes and pledged to build 11,000 new homes by 2043.
7. The current housing engagement structure has been in place for many years despite considerable changes to the way housing services are delivered and to the way that residents tell us they want to be involved. The current formal hierarchy, whereby Tenants & Residents Associations (TRAs) select members of their Area Housing Forum (AHF), which elect the members of Tenants and Homeowner Councils, has achieved much in the past, however it can exclude a large number of residents where for example there are no active TRAs and it is estimated that only 0.5% of the council's tenants and homeowners actively participate in it.
8. In 2017, the overview and scrutiny committee commissioned an independent review of the housing engagement structure (the Kaizen/Social Engine Report). The review identified a number of fundamental challenges including the limited coverage of TRAs, how to involve diverse residents that reflect the makeup of the borough, the representativeness of members of Area Housing Forums, Tenants and Homeowner Councils, low awareness of residents of the resources

available and a preference for funding to be directed towards estate-based/local community projects.

9. The review also noted that Tenants Council and Homeowners Council meetings are too informational rather than contributing to strategic decision making about the housing service and that this has contributed to a breakdown in confidence between resident representatives and the council. At the same time, the flow of information up and down the pyramid is unsatisfactory.
10. The full review report made a number of recommendations under three broad headings:
  - reviewing the overall approach to resident involvement
  - reconfiguring the engagement structures
  - introducing more effective and up to date engagement methods.
11. The key recommendation was that in response to the evidence presented by the review, and the options for change that it sets out, a collaborative co-design process should now be established in which the council is a participant alongside residents. Such an approach is recommended to develop a shared plan for change in response to the review, which is owned by all stakeholders and builds on the widespread participation achieved during the review itself.
12. The scrutiny review was presented to cabinet on 6 February 2018 and officers were tasked with bringing a response back to cabinet with proposals on how to involve residents in taking this important work forward.

#### **KEY ISSUES FOR CONSIDERATION**

13. The challenge for the council is to create efficient, effective and inclusive engagement structures, processes and culture fit for the 21st century that provides significantly more and convenient ways for people to have their say, leading to greater confidence in and satisfaction with the council's decisions.
14. The needs and methods of engagement are constantly changing, for example the requirement to undertake regeneration ballots. This requires the council to develop innovative ways to contact and involve borough residents, groups and organisations and to demonstrate the impact their views have on decision-making. Though a quarter of those taking part in the Southwark Conversation identified as already active in their community, there was significant demand for the council to make better use of community groups, for better coordination of activities, more and different types of consultation or engagement including greater use of digital tools as one method of engagement.
15. The Kaizen/Social Engine report demonstrated that there is an urgent need for a comprehensive review of the housing engagement structure to ensure that all LBS tenants and homeowners can access the structure, to empower TRAs, allow for more efficient and accountable use of residents funds and assets (Tenants Fund, Homeowners Fund, TRA halls) and ensure that there is effective resident involvement in the housing management service.
16. In addition to the exclusionary effects of the current structure, there is a lack of clarity around roles and functions, which has led to significant dissatisfaction amongst both active residents and council officers. This means that while a

review would be widely welcomed, how this is undertaken has to be both effective and credible.

17. A Co-Design Panel of Residents should be constituted to involve a representative sample of both established housing representatives and residents currently not actively involved, along with council officers and chaired by an independent expert who can manage an extensive agenda and ensure the effective inclusion of a wide range of views. The Co-Design Panel is modelled on the Fire Safety Residents Scrutiny Panel established in 2017 which was widely acknowledged as an effective way of engaging people.
18. The panel was an independent resident advisory group that carried out a resident scrutiny review of how the council safeguards residents against the risk of harm due to a fire incident. The panel was a task and finish group of a diverse group of residents that gathered evidence and made recommendations on addressing issues of resident concern.
19. In line with the recommendation of the Kaizen/Social Engine report, the Panel should begin with adopting a set of principles to guide its discussions and develop a vision of what the housing engagement structure should look like and do.
20. The methods and order by which the Panel will consider the various elements of its agenda will be decided by the Panel itself, but should include:
  - How residents want to be involved and ensuring that the council's consultation and engagement is representative of the diversity of the population of Southwark
  - Review of the coverage, function and support for TRAs and how they can best be supported to improve their community role and reach and improve their neighbourhoods
  - The role and format of area based housing forums
  - The role, rules, format and servicing of borough-wide housing bodies.
  - The use and management of the Tenants Fund and Homeowners Fund.
  - The role of resident support bodies such as Southwark Group of Tenants Organisations (SGTO)
  - The management of tenant halls and other assets.
21. A proposal for the recruitment of members to the Co-Design Panel and draft terms of reference will be produced by the Communities Division with the aim for the Panel to begin working in July. The aim will be to ensure a diversity of membership in terms of housing tenure, geography and demographics. The Panel will be serviced by the Communities Division and should complete its work by October 2018 for its recommendations to be implemented by January 2019. The Panel will also consider the views of diverse groups of other residents in making its recommendations.

22. The Panel will be established as a Task and Finish Group with membership selected to reflect the diversity of the borough in terms of age, gender, tenure, and ethnicity. It will include officers from the council within housing management and communities and may invite others as appropriate to give evidence.

### **Outputs, Outcomes and Processes**

23. It is vital that there is public confidence in how the council engages and consults with residents and others, which can best be sustained by agreeing clear principles underpinning the process of change, working with key stakeholders to agree a shared vision for engagement and establishing the structures and processes to realise it. The outcomes set out below will be used to guide both the development, as well as the reform of housing engagement structures.
24. The outputs and outcomes that the review will seek to achieve are that our engagement:
- Provides a range of opportunities that enable people to participate in different ways from bite-sized, lighter touch, one-way opportunities through to deeper and more meaningful two-way engagement. This will include better use of technology and social media to have a credible and meaningful, two-way conversation.
  - Is shaped to meet the needs of particular groups including in particular younger people who we know are less likely to feel their voices are heard.
  - Has clear and consistent agreed definitions of key terms e.g. engagement, consultation and co-production with well defined processes and roles.
  - Is accessible with a broad range of opportunities for consultation and engagement that take into account modern technologies and lifestyles and involving as wide a range of relevant stakeholders as possible; reflective of the borough's population, including ensuring that young people's voices are heard.
  - Is empowering so that our stakeholders have a meaningful impact on decision making.
  - Is collaborative with a common vision; co-designed structures and processes; the involvement of community groups in planning, delivery and review of consultations
  - Is innovative with continual development of tools and methods.
  - Is efficient, meaningful and avoids duplication with best use of technology, assets and resources.
  - Is transparent for example through publication of consultation results and explicit acknowledgement of the impact of consultation on decisions.
  - Is compliant, ensuring that statutory, constitutional and equalities duties are met
  - Is accountable with local and strategic oversight of consultation.

- Is effective contributing to continuous service improvement and greater resident satisfaction with our services.

### Process

To ensure that issues are properly discussed and decisions taken in a timely manner, this paper sets out a timetable through to January 2019.

#### **2018**

- June – Cabinet paper to set the principles for reform
- June – Communities Division drafts proposal for the recruitment of the Co-design Residents Panel and its terms of reference for discussion by resident groups and sign off by the cabinet member for Housing & Modernisation
- July – Recruitment of the Co-design Residents Panel
- July - Initial meeting of Co-design Panel
- October – Co-design Residents Panel completes its work and produces a final report and recommendations
- December – Cabinet Paper on the revision of the housing engagement structure, development of new rules and processes for the housing engagement structure and the management of resident funds and assets.

#### **2019**

- January – Implementation of the housing engagement structure and associated activities.

### **Policy implications**

25. Homes England took over responsibility for the regulation of social housing providers in January 2018. It works with social housing landlords and tenants to improve the standard of service for tenants and residents and took over responsibility for a series of regulatory standards for social housing providers and their residents to assess their performance against. These include a standard on tenant involvement and empowerment. The purpose of the standards is to help ensure housing services meet a good standard and are continually improved.
26. Local authorities also have a statutory requirement under s.105 of the Housing Act 1985 to put in place arrangements for consulting tenants on matters of housing management.
27. The council's Fairer Future Vision and the current Council Plan set the context for a relationship with residents based on trust, openness and transparency. The vision and plan describe a new relationship with citizens and customers that make more of the council's community leadership role. Part of this role is encouraging others to come together to do more, looking to the community to work with the council to provide solutions to the issues we face together.
28. In September 2017 the council adopted a Social Regeneration Framework for 'ensuring that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities so people have better lives, in stronger communities, and achieve their potential'.

29. In this context it is important that the council clearly states its commitment to effective engagement between the council and residents living in council homes and ensuring this is fit for purpose and reaches a broad and diverse range of our residents.

### **Community impact statement**

30. The next steps set out in this report aim to enable the council to carry out more effective community engagement. It is intended that this will lead to improved engagement with all sections of the community. This is about improving the way we support strong, active and inclusive communities that are informed and involved in decision making and enable us to improve public services for everyone in the borough.
31. The approach recognises the diversity of our communities, the importance of community capacity building and the need to provide better opportunities for communities to participate to influence service delivery, decision making and policy development.

### **Resource implications**

32. The next steps set out in this report are achievable within existing council resources.

### **Consultation**

33. The Kaizen/Social Engine review included a large scale outreach programme across the Borough, coupled with an online survey, focus groups and stakeholder interviews were used to engage over 1,000 local tenants and homeowners. The review also incorporated the opinions of Council officers and Councillors and gathered evidence and experience from a range of other housing providers – both local authorities and housing associations as well as an assessment of other research on tenant engagement. Secondary analysis of a range of data held by Southwark Council was also undertaken to provide further evidence to inform the review.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

34. The law imposes a number of duties on local authorities with responsibilities for the management of housing, in relation to consultation and engagement with occupants of the council's housing. Specifically, in relation to the council's secure tenants, the council is under a duty (by section 105 Housing Act 1985) to maintain such arrangements as it considers appropriate to enable tenants who are likely to be substantially affected by a matter of 'housing management' to be informed of any proposals and to make their views known. Any representations need to be considered in accordance with those arrangements. 'Housing management' for this purpose includes the management, maintenance, improvement or demolition of homes, and the provision of services and amenities (but not including matters relating to rent or charges for services). Other specific consultation duties apply in relation to, for example, proposals to undertake major works (see Landlord and Tenant Act 1985).

35. More indirectly, local housing authorities in England are also regulated as “registered providers of housing” by the Homes and Communities Agency (“HCA”), through its regulation committee, under the Housing and Regeneration Act 2008. It is a requirement that local housing authorities comply with principles and standards set by the HCA. Among the “regulatory standards” set by the HCA and to which local authority providers must adhere is the *Tenant Involvement and Empowerment Standard* (July 2017). This includes a requirement that registered providers ensure that tenants are given a wide range of opportunities to influence and be involved in the formulation of policies and strategic priorities; making decisions about how housing-related services are delivered, including the setting of service standards; scrutinising performance; managing their homes; and managing repair and maintenance services.
36. In the exercise of its housing management functions, a local authority is also required by the Local Government Act 1999 to achieve “best value”; in other words, to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The council, in deciding how to fulfil this duty, must consult representatives of a wide range of local people, including representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in the local area.
37. Any consultation undertaken by the council must meet a minimum standard of fairness if it is to be considered lawful. In order to ensure any consultation is fair, the following fundamental principles of sound consultation should be followed: consultation should happen when the proposals are still at a formative stage; sufficient information should be given to enable the proposal to be intelligently considered; adequate time for responses should be given; and decision makers must conscientiously take into account responses to a consultation before finalising any proposal (see the Supreme Court decision in *R (Moseley) v Haringey London Borough Council* (2014)).
38. The community impact statement section of the report seeks to recognise the “diversity” of the communities served by the council, among other things. Cabinet members are reminded that the council, in the exercise of all its functions, must (by section 149 Equality Act 2010) have due regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant protected characteristics for this purpose are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

### **Strategic Director of Finance and Governance**

39. The strategic director of finance and governance notes the recommendation of the report to establish a co-design panel of residents in response to an independent review of the housing engagement structure. The timetabled activities of the panel and will be achieved within the existing budget provision.

40. The panel's recommendations will be presented to Cabinet where any identified financial implications of revising the housing engagement structure will be detailed.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Agenda and minutes of housing and community safety scrutiny subcommittee)	160 Tooley Street London SE1 2QH	Shelley Burke 020 7525 7344
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/mgCommitteeDetails.aspx?ID=381">http://moderngov.southwark.gov.uk/mgCommitteeDetails.aspx?ID=381</a>		
Review of Resident Engagement - Report from the Housing and Community Safety Scrutiny Sub-Committee	160 Tooley Street London SE1 2QH	Stephen Douglass 020 7525 7344
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=5755&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=5755&amp;Ver=4</a>		
Improving tenant and homeowner engagement in Southwark – a review Carried out by Kaizen and Social Engine	160 Tooley Street London SE1 2QH	Stephen Douglass 020 7525 7344
<b>Link: (copy and paste into browser)</b> <a href="http://moderngov.southwark.gov.uk/documents/s73753/Appendix%20A%20Improving%20Tenant%20and%20Homeowner%20Engagement%20in%20Southwark%20A%20Review%20Carried%20out%20by%20Kaizen.pdf">http://moderngov.southwark.gov.uk/documents/s73753/Appendix%20A%20Improving%20Tenant%20and%20Homeowner%20Engagement%20in%20Southwark%20A%20Review%20Carried%20out%20by%20Kaizen.pdf</a>		

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Stephanie Cryan, Housing Management & Modernisation	
<b>Lead Officer</b>	Michael Scorer, Strategic Director of Housing & Modernisation	
<b>Report Author</b>	Stephen Douglass, Director of Communities	
<b>Version</b>	Final	
<b>Dated</b>	18 June 2018	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here		
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	18 June 2018	



<b>Item No.</b> 12.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 2 – Contract Award Approval Special Educational Needs and/or Disability (SEND) taxis for children, young people and vulnerable adults	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Members:</b>		Councillor Jasmine Ali, Children, Schools and Adult Care	

**FOREWORD – COUNCILLOR JASMINE ALI, CABINET MEMBER FOR CHILDREN, SCHOOLS AND ADULT CARE**

It is important that we have a safe, reliable and efficient special needs and disability transport for our most vulnerable children and young people. This is one of our statutory duties. The costs associated with providing the SEND taxi travel look right for a specialist service of appropriate quality. We have worked hard to achieve good value for money through our specification and choice of delivery model for this service.

**RECOMMENDATIONS**

1. That Cabinet approve the appointment of the following companies:
  - Olympic South Limited (trading as Healthcare and Transport Services (HATS))
  - Access Mobility Transport Limited

to the Framework Agreement for the provision of Special Educational Needs and/or Disability (SEND) taxi for children, young people and vulnerable adults for a period of four years commencing on 1 September 2018 at an estimated annual value of £1.70m, making an estimated total Framework Agreement value over the four years of £6.81m.
2. That Cabinet approve the award of Call Off Contracts (these values are included in the framework value above) for the first year in respect of SEND taxi transport based on the expected levels of activity as follows:
  - Olympic South Limited (HATS), 54 transport rounds, £1,113,594
  - Access Mobility Transport Limited, 20 transport rounds, £590,064
3. That Cabinet note that the value of these Call Off Contracts may be subject to changes due to finalisation of operational detail as noted in para 41 and agrees that any changes will be agreed by the director of education.
4. That Cabinet note that in-year changes to call off contracts or award of new rounds will be awarded without the need for a separate gateway report in line with the Adult and Children’s scheme of management.

## BACKGROUND INFORMATION

5. A Gateway 1 report for this service was approved by Cabinet on 31 October 2017, and is a background document to this report.
6. Southwark has a current SEND taxi framework in place which will end on 31 August 2018, this report seeks approval to implement and award a new framework agreement which will replace the existing provision. The framework is used by Children's and Adults' Services to support delivery of the council's statutory transport duties to support children with SEND travel to/from school and vulnerable adults assessed as eligible to receive travel support to access community services.
7. There are currently 145 children and young people up to 25 years of age, using the existing service and new requests for transport will continue to be received over the summer. Most children transported in taxis travel to Southwark mainstream schools or to special schools outside of Southwark. Transport needs are reviewed each year but in many cases, the service continues for children throughout their school career. Young people aged between 19 and 25, predominantly individuals with learning difficulties, require SEND taxis to travel to colleges, day centres or other facilities, with individual travel needs being reviewed on an annual basis.
8. The tender process followed the procurement plan outlined in the Gateway 1 report with minor adjustments to the timescales, for full details of this tender timeline please see the table below.

### Procurement project plan (Key Decision)

Activity	Completed by/Complete by:
Forward Plan (If Strategic Procurement) Gateway 2	01/04/2018
Briefed relevant cabinet member (over £100k)	15/08/2017
Approval of Gateway 1: Procurement Strategy Report	31/10/2017
Invitation to tender	23/02/2018
Closing date for return of tenders	04/04/2018
Completion of evaluation of tenders	24/04/2018
DCRB/CAB Review Gateway 2:	02/05/2018
CCRB Review Gateway 2:	10/05/2018
SEND operations Board Review Gateway 2	23/05/2018
Notification of forthcoming decision – despatch of Cabinet agenda papers	04/06/2018
Approval of Gateway 2: Contract Award Report	26/06/2018
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	05/07/2018
Alcatel Standstill Period (if applicable)	09/07/2018

Activity	Completed by/Complete by:
Contract award	10/07/2018
Add to Contract Register	11/07/2018
TUPE Consultation period (if applicable) 10/7 to 31/08	31/08/2018
Contract start	01/09/2018
Publication of award notice in Official Journal of European (OJEU)	11/07/2018
Publication of award notice on Contracts Finder	12/07/2018
Contract completion date	31/08/2022

## KEY ISSUES FOR CONSIDERATION

### Description of procurement outcomes

9. The council has operated a SEND taxi framework successfully since 1 September 2014 comprising two companies – Olympic South Limited (trading as Healthcare and Transport Services, HATS) and Access Mobility Transport Limited. All transport rounds are allocated based on the lowest price through a competitive bidding process between the companies on the framework.
10. Cabinet made a recommendation on the Gateway 1 report, which requested that officers explore extending Southwark's SEND taxi framework to other boroughs and that the decision then be taken by the Strategic Director for Children's and Adults' Services through delegated authority. Before proceeding with procurement of a new SEND taxi framework, an invitation was provided to other local authorities to express their interest in joining Southwark's Framework which would attract a one-off joining fee. There was insufficient interest from local authorities, no clear financial/efficiency benefits demonstrated and a considerable amount of additional work would have been required to set up a shared Framework. The extension of the Framework was not seen as a viable opportunity for Southwark. The Strategic Director considered officers findings and agreed that the Southwark SEND taxi framework for 2018 should not be extended to other local authorities to join at the time.
11. Officers also explored alternative options for the procurement of this service including, opportunities to work more closely with neighbouring boroughs. Discussions took place with transport leads for Lewisham and Lambeth, each borough has its own taxi contract arrangement in place, neither are due to expire anytime soon making a joint procurement at this time impractical. Our three travel/transport teams already work closely across boroughs and make arrangements to share travel rounds when at all practical/cost effective to do so.
12. Both Lambeth and Lewisham use a significantly higher number of taxi companies for the provision of their SEND services. When compared, prices for comparable journeys were similar to Southwark's however, operational efficiency and quality assurance was more challenging to achieve due to working with a larger number of taxi companies.
13. Proactive steps to engage with the market took place before issue of the Standard Questionnaire (SQ), local companies were informed that Southwark

would be launching a tender for SEND taxi services through an open procurement process. All guidance in relation to market engagement was followed.

14. This procurement process has enabled the council to test the market and achieve best price and quality.
15. Following the tender evaluation process, which is noted in paragraphs 18 to 31, two companies have achieved the required quality standards and are recommended for appointment to the Framework Agreement.

### **Policy implications**

16. This Framework Agreement will assist the council to fulfil its statutory duty to provide transport services to eligible children and young people as set out in the Education Act 1996 and in the Education and Inspection Act 2006 and will support delivery of the Southwark School Travel Assistance Policy.
17. The Framework Agreement will assist the council in meeting its statutory public sector equality duty (PSED), under S149 of the Equality Act 2010 and also, supports the council's published approach to equalities.

### **Tender process**

18. To oversee the Tender process, a SEND taxis project board was established, chaired by the Head of Education Access with senior representatives from Legal, Procurement, Finance, Commissioning and Transport.
19. Recommendations of the project board were then taken to the SEND operations board, chaired by the director of education for information and ratification.
20. The evaluation of bids at SQ and ITT stages were completed by a team with experience of passenger transport as managers or users of the service, finance, health & safety and commissioning. Each stage of evaluation was overseen by a Procurement team lead to ensure that the process was robust and strictly adhered to the criteria set out in SQ and ITT documentation. Evaluators of the SQ and ITT comprised the following:
  - Head of service
  - Transport service manager
  - Senior commissioning officer
  - 2 x Senior Finance officers
  - 2 x Parent/service user representatives
  - Health and Safety Manager
  - Fleet and Transport Manager (advisory)
21. On 22 December 2017, a notice was placed in the Official Journal of European Union (OJEU) to advertise the tender. The tender was advertised on Contracts Finder, and the London Tenders Portal (which is now the recognised location for advertising local authority services out for procurement). Existing contracted, and other local taxi transport providers known to the council were informed about the tender through a circular email. A competitive tender process was followed which consisted of two stages, Standard Questionnaire (SQ) and Invitation to Tender (ITT).

22. As anticipated there was a significant initial interest in the tender – 13 companies expressed interest in the tender and requested the Standard Questionnaire (SQ).
23. All 13 companies were each sent an SQ pack for completion which once submitted, would be scored based on three separate criteria:
  - Compliance
  - Economic and Financial standing
  - Technical and professional ability
24. In order to progress to ITT stage applicants needed to pass each of the three stages listed above.
25. Out of the initial 13 companies, one chose to opt out prior to the closing date leaving 12 - three of the 12, failed to submit a completed application on time, the remaining nine submitted their responses.
26. All nine of the applicants passed the compliance criteria.
27. Three applicants were identified as representing a high level of financial risk, as such these applicants were disqualified on the basis of their financial evaluations which were designed to evaluate the sustainability of each bidding company.
28. Within the technical/quality evaluation of the SQ the council reserved the right to reject any bid that scored below the minimum score of 18 out of 40, or who scored lower than 3 out of five on questions 6.4.2 and questions 6.4.3. The council chose not to exercise its right on these grounds as it was considered that the quality of the remaining six applications was sufficient to require further testing at ITT stage.
29. As such six bidders were invited to submit a response at ITT.
30. A total of three bids were returned via the portal by the closing date, 4 April 2018 for evaluation, this number was lower than expected. Reasons given by the three companies that did not submit their bids at ITT stage included, inability to comply with the service requirements, TUPE requirements too onerous and difficulty in recruiting suitably qualified staff in time to mobilise the contract
31. At this point, a special meeting of the SEND taxi project board was convened to consider options including, whether or not it was feasible to continue with the process due to the lower than expected return. It was considered that the council had done all that it could to attract interest in this procurement, including advertising through OJEU, Contracts Finder and notification to known providers. It was decided that the tender process that was underway was the most robust and effective way to engage and test the market, whilst also ensuring that the council complied with its own contract standing orders and the Public Contract Regulations. It was considered that other approaches were unlikely to result in a higher number of bids whilst also providing a robust process that result in achieving value for money. It was also recognised that our current framework operates efficiently with only two providers. It was therefore agreed to proceed with the evaluation stage of the process.

## Tender evaluation

32. This procurement was based on a 70% price 30% quality ratio for determining entry onto the Framework. As part of their tender submission, companies were required to submit their prices for all rounds (return journeys from home to school/college) that will be required from September 2018 (the "Initial Rounds"). Subject to the mechanisms set out in the Ordering Procedure and any financial risk limitations imposed on individual companies, the rounds for year 1 will be awarded to the Framework Provider that has quoted the lowest price for the round.
33. The prices submitted with the tender will be used for the award of rounds in the first year of the four year framework. Framework Providers will need to submit their prices for new rounds that occur before the start of each academic year or during the year. Tenderers were also required to provide a cost breakdown for a sample of six current rounds to give the council confidence that round prices were sustainable and to enable the council to control the price methodology used by each company throughout the life of the framework.
34. Tender submissions from the three companies, for evaluation of quality, comprised of responses to 17 method statement questions, each with a priority weighting of 1 (low), 2 (medium) or 3 (high) to help tenderers understand the council's highest priority areas and to prepare their responses accordingly.
35. Tenders were considered by individual quality evaluators then through an evaluation panel meeting to reach consensus scores. Evaluators considered each tender, and gave a score using a 0-5 system - each evaluator gave an individual score for each method statement response. As set out in the council's evaluation methodology, the council reserved the right to reject any tender that:
  - Failed to score 3 or more on any questions with a 3 (high) weighting, and/or
  - Received 3 or more scores of 1 (poor)
36. For the quality evaluation, two companies gained scores that were satisfactory or above in all areas, with minimum scores achieved or exceeded on those questions requiring a 3 as a minimum, which was required on seven questions in total. In addition, neither company scored 1 for any question. The third bidder did not meet the required quality standard, receiving scores of less than 3 in six of the seven areas where 3 was required as a minimum and also having a total of six questions scoring only 1. This equated to a failure on the quality section. Details of this are given in the closed report.
37. The council also reserved the right to reject any tender that did not achieve the minimum of 25 as their sustainability of price score. The price evaluation and passenger assistant rates have been calculated to ascertain the stability of tendered rounds over the life of the framework. Six typical sample rounds were used to compare cost tendered by each bidder with the current costs of the round. Comparisons were undertaken with TfL Pricing & Forecasting and Taxi Fare and Tariff benchmarks, which supply mileage costs for licenced taxis across London.
38. Access Mobility Limited and Olympic South Limited, achieved pass scores above 25 for their sustainability of price as they have provided breakdowns of mileage rates that demonstrate consideration to all the relevant components costs.

39. The outcome of the consensus scores for quality and finance evaluations resulted in two companies meeting the required standards for award to the Framework

Company	Quality Score (% weighted score)  Max=30%	Finance Score (% score)  Max=70%	Combined Score	No. of 1 scores (Maximum allowed = 3)	No. of scores less than 3 on questions where 3 is the minimum required (7 questions in total)
Access Mobility	18.62%	60%	78.62%	0	0
Olympic South Limited (T/A HATS)	22.77%	57%	79.77%	0	0

40. Access Mobility Transport Limited and Olympic South Limited (HATS) have reached the required quality and price standards for the Framework<sup>1</sup>.

#### **Plans for the transition from the old to the new contract**

41. Companies were asked to submit their most competitive price (with and without TUPE costs) for SEND transport journeys (known as rounds) expected to be in place from 1 September 2018 - these will become the call off contracts. All journey prices used to determine round allocations are on the higher TUPE price, the lower, nonTUPE price will be used instead to any round where TUPE does not apply during the mobilisation of the contract which would then reduce the overall price of the contracts. There may also need to be adjustment to these contracts where the transport needs change due to addition of new passengers, change of destination/home address or any other factor altering the route, before the start of the new term in September. Any new transport rounds will be subject to a mini competition where companies on the framework will be asked to submit their most competitive price and will be allocated to the lowest price.
42. Following approval of the recommendations in this report and award of call off contracts the Travel Assistance Team will liaise with Framework Providers to ensure that they have all relevant information about service users, policies and procedures in order to achieve smooth and effective mobilisation of the SEND taxi service and transition to the new arrangements.
43. The council considers that TUPE could apply in respect of employees currently engaged by the existing taxi provider in the provision of services which are awarded to another contractor. The project plan provides a period of 6 weeks from the award of the initial call-off contracts to the commencement date of the service to enable each company time to comply with their obligations to inform and consult should TUPE apply. At the end of each call-off contract (order)

<sup>1</sup> Both successful bidders passed the SQ stage without the need for any discretion to be applied.

entered into under the framework agreement with the council, the relevant framework provider will be required to supply details of its workforce engaged on the service so that this information can be used in the mini-competitions.

#### **Plans for monitoring and management of the contract**

44. The Travel Assistance team has significant experience in managing transport contracts for children and young people aged up to 25 years, the team has effectively managed the current SEND taxi framework for the last four years.
45. Monitoring of the Framework Agreement will be achieved through monthly review meetings between officers and the Framework Providers. The Framework Agreement will be monitored and managed in respect of:
  - compliance with the service specification and Framework Agreement including Call-Off Contract's terms and conditions
  - the performance of the contractor including any day to day matters
  - spot check/visits
  - risk assessment/risk management
  - customer feed back
46. Particular focus on performance of the framework agreement will be around two critical points for the service – lateness and risk assessment of journeys (vehicle, route and passenger needs)– which are linked to the performance mechanism.
47. Performance on this contract will be monitored closely throughout each year, and managed through the performance mechanism which has clear timeframes and measures to reach improvement. Poor performance may lead to a discontinuation of work through the framework. Under the framework agreement the council reserves the right to cancel a mini-competition at any time, not to award call-offs and to alter any round.
48. On the anniversary of the framework each year, an annual performance review (APR) report will be taken to the Children's and Adults Board and the Corporate Contract Review Board for their information and comments.

#### **Identified risks for the new contract**

49. A risk register of the key risks identified is set out in the table below:

<b>No</b>	<b>Risk</b>	<b>Likelihood</b>	<b>Risk Control</b>
1	Difficulties/delays to the process caused by implementation of TUPE requirements.	Low	<ul style="list-style-type: none"> <li>• All providers are fully aware that there are staff identified for TUPE and have previous experience with TUPE transition. Officers managing this process have experience in managing the administration of TUPE and any transfers arising.</li> </ul>
2	Failure to establish close	Low	<ul style="list-style-type: none"> <li>• Working with a small number of</li> </ul>



No	Risk	Likelihood	Risk Control
	working relationship between Southwark and taxi framework providers.		companies on the framework enables officers to hold regular monitoring meetings and establish strong working relationships.
3	Companies getting into financial difficulties.	Low	<ul style="list-style-type: none"> <li>• The terms and conditions of the Framework Agreement provide the council with appropriate remedies. All companies have had Mint checks undertaken to determine the level of financial risk to the council.</li> <li>• Effective contract monitoring and management, which will include regular communication and early alerts of any issues which may affect the service.</li> </ul>
4	Service not delivered to the expected standards	Low	<ul style="list-style-type: none"> <li>• Companies on the Framework have passed quality assessment and there is an effective contract monitoring and management in place, including Performance Mechanism.</li> </ul>

### Community impact statement

50. This is a specialist service that is likely to be delivered to around 150 children and young people with special educational needs and/or physical disabilities annually. Service users representing a wide range of communities, including families and individuals with English as an additional language, receive support through SEND transport services. This transport service, supports this cohort to fully engage with educational and/or community activities e.g. to be able to attend school or their local community centre, which they would otherwise be unable to do. The provision of this service will support children and young people to access education and vulnerable adults to lead independent lives.
51. Southwark's Parents' Consortium and SEND operations board which specialises in the development and review of services for children and young people with SEND, have received regular progress updates on this procurement throughout its development and contributed to a consultation which gathered feedback from Service Users in July 2017. This feedback was used to draft some of the questions contained in the SQ and ITT. The SEND transport service specification includes details of the specific requirements of passenger needs which are again, based on consultation feedback and therefore, will be able to deliver services in accordance with direct requirements highlighted by service users.
52. Two parent representatives of the Parents' Consortium took part in the evaluation of bids which provided an opportunity for the responses submitted by

tenders to be assessed by families with children/young people who have actually used the service. Companies tendering to deliver this SEND taxi service received details of the service we intend to deliver, which is largely based on the results of this extensive engagement with key stakeholders and will be expected to deliver their services accordingly.

53. As SEND taxis are used by some of the most vulnerable members of the community, it is essential that the service is of a high standard and is able to meet the needs of all passengers. All potential providers will be required to demonstrate their commitment to equality and diversity throughout the life of the Framework.

### **Social Value considerations**

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

### **Economic considerations**

55. All companies have stated in their submissions that they actively seek to engage local staff on their contracts, this will help to promote local jobs to local people in delivering this transport service.

### **Social considerations**

56. The council has stipulated that the London Living Wage (LLW) requirement is to be implemented for all employees, workers and sub-contractors engaged by providers on the framework. It is recognised that with taxi and mini cab providers, a range of business models are in operation, especially with regard to the engagement of self-employed drivers. The council will need to be satisfied that, where there are any business models with self-employed components, self-employed workers are paid the LLW or, in the case of genuinely self-employed independent contractors, paid fees which support the council's Fairer Future Procurement Strategy. Trade Union recognition for all staff is also a requirement. Both companies have confirmed their commitment to these requirements during the procurement process, implementation of these conditions will be monitored throughout the lifetime of the framework.

### **Environmental/sustainability considerations**

57. Providers are expected to meet all legal and environmental requirements and industry standards, details of which are set out in the Framework Agreement. This will include passenger transport training for all staff on Passenger Assistant Training Scheme (PATS), Mini-bus Driver Awareness Scheme (MiDAS), Lifting Operations and Lifting Equipment Regulations (LOLER) 1998 and (Provision and Use of Work Equipment Regulations (PUWER) 1998. Also, companies on the framework must maintain full compliance with Licencing and/or inspection by the Public Carriage Office (PCO), Driver and Vehicle Standards Agency (DVSA formerly VOSA).

58. With regards to environmental considerations, this contract requires contractors to comply with the council's emissions criteria, which is stricter than the criteria set by Transport for London (TfL), for example, there is no option for vehicles to pay a charge for non compliance if they exceed the CO<sub>2</sub> emission cap of no more than 145 g/km and for diesel vehicles to comply with Euro 6 engine, companies must fully conform to these emission level requirements.

### **Market considerations**

59. The market is made up mainly of private sector companies with local and regional reach.
60. As anticipated the market for the provision of supported transport is mature and competitive, and whilst only 3 tenders were received, for the reasons noted in paragraph 31 it is considered that a sufficient number of quality tenders were received for this procurement.

### **Staffing implications**

61. The council has a travel assistance team in place which is able to successfully run and manage the framework, sufficient resources are in place to manage the framework and call off contracts efficiently.

### **Financial implications**

62. In 2017-18 the overall gross budget for SEN transport was £5m (including DSG contribution of £1.3m). For 2018-19 the budget has been increased to £5.8m including growth and inflation to reflect additional demand. A significant element of the spend on transport is on taxis and this procurement is an opportunity to contain cost pressures within the service for 2018-19. Spend on taxis in 2017-18 was around £1.9m and as noted the cost of services under this procurement is estimated as £1.7m pa, based upon existing activity. This will provide a significant opportunity for the service to be provided within the overall budget, albeit in the context of increasing demand.
63. The costing figures contained within this report have been verified by finance, additional work was undertaken, over and above the normal compliance work, to provide assurance on the accounts and turnover levels.

### **Legal implications**

64. Please see concurrent from the director of law and democracy.

### **Consultation**

65. As mentioned in the Gateway 1 report, a consultation with key stakeholders/users of the service took place in July 2017 in the form of a questionnaire developed with input from the Parents Consortium which leads on communication with the council on SEND. Following on from the feedback from the consultation, parent representatives were invited to take part in the evaluation of this tender and provided invaluable input into the process.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Strategic Director of Finance and Governance FC18/001**

66. The strategic director of finance and governance notes the recommendations in this report for the creation of a framework and the award of two call off contracts for the provision of special educational needs and/or disability (SEND) taxi for children, young people and vulnerable adults. The financial implications identify that there is sufficient budget for the estimated costs of the service in the year 2018-19.
67. The framework lasts for four years and covers financial years up to and including 2022-23. The general fund revenue budget for each year will be agreed by council assembly, noting that the provision of these services is part of the council's statutory responsibilities.

### **Head of Procurement**

68. This report seeks the approval of cabinet to award the framework agreement for the provision of special educational needs and/or disability (SEND) taxi for children, young people and vulnerable adults to Olympic South Limited (HATS) and Access Mobility Transport Limited at a total value of £6.81m over four years starting 1 September 2018.
69. The report also asks that Cabinet approve the award of call off contracts as laid out in paragraph 2, and asks that Cabinet note that these figures may be subject to change.
70. The report asks that Cabinet note that subsequent call offs or the award of new rounds will be awarded without the submission of a separate gateway report inline with the Adult and Children's scheme of management.
71. Paragraphs 18 through 31, detail the procurement approach undertaken which is in line with EU procurement regulations, public contract regulations, and the council's own contract standing orders.
72. Paragraphs 32 through 40 detail the evaluation methodology and results of the evaluation performed for each bid resulting in the award recommendations within this report.
73. Paragraph 31 highlights the decision making rationale around proceeding with the procurement despite a lower than anticipated volume of final bids. Specifically that the council have experience of operating under similar circumstances to good effect, and that the use of a robust process initially implies that a re-procurement exercise is unlikely to result in an increased number of bidders.
74. Detailed plans for the mobilisation and transition of this contract can be found in paragraphs 41 through 48.

### **Director of Law and Democracy**

75. This report seeks the approval of the cabinet to the establishment of a 4 year framework agreement for SEND taxis for children, young people and vulnerable adults with 2 operators, and to the award of call-off contracts for the first year of

the framework, as further detailed in paragraphs 1 and 2 of this report. As the estimated total value of the framework exceeds £4m, this is a strategic procurement under contract standing orders (CSOs), and approval of the award of the framework is reserved to the Cabinet.

76. The nature and value of these taxi services means that the procurement is subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR 2015). As noted in paragraph 21, a full EU tendering process has been undertaken in accordance with the restricted process. Regulation 34 of the PCR2015 sets out specific requirements which must be met when establishing a framework, for example that the framework period should not exceed 4 years. Officers from the contracts team and procurement advice team have worked with the project officers to ensure that the framework is established in accordance with those EU requirements.
77. The council's criteria for award onto the framework was on the basis of those tenders which met the council's minimum evaluation criteria, and the council stated in its evaluation methodology that it reserved the right to reject any tender that did not meet those standards (as further detailed in paragraphs 35 and 37). Following evaluation of the tenders, 2 of the tenderers met the required standards and are recommended for appointment onto the framework. The remaining tenderer failed to meet the minimum standards, and the council was therefore permitted to exercise its discretion to reject the tender submitted.
78. CSO 2.3 requires that no steps should be taken to award a contract unless the expenditure involved has been approved. Paragraphs 62-63 of this report notes the financial implications for the award of the call-off contracts for the first year of the framework agreement.
79. The cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to (a). The cabinet is specifically referred to the community impact statement at paragraphs 50-53, setting out the consideration that has been given to equalities issues which should be considered when approving the recommendations in this report, and particularly the review of transport services undertaken which have been incorporated into the service requirements and considered throughout the procurement process. The cabinet is also referred to paragraphs 52 and 65 which sets out the consultation that has taken place, and they should take into account the outcome of that consultation when approving the establishment of this framework and subsequent awards.

**BACKGROUND DOCUMENTS**

<b>Background documents</b>	<b>Held At</b>	<b>Contact</b>
Gateway 1 – Procurement Strategy Approval: Special Educational Needs and/or Disability (SEND) taxis for children, young people and vulnerable adults (Cabinet 31 October 2017 – Item 10)	Children’s and Adults’ Commissioning Unit / 160 Tooley Street	Glenn Garcia 020 7525 2717
<b>Link (please copy and paste into your browser)</b>		
<a href="http://moderngov.southwark.gov.uk/documents/g5752/Public%20reports%20pack%20Tuesday%2031-Oct-2017%2016.00%20Cabinet.pdf?T=10">http://moderngov.southwark.gov.uk/documents/g5752/Public%20reports%20pack%20Tuesday%2031-Oct-2017%2016.00%20Cabinet.pdf?T=10</a>		

**APPENDICES**

<b>No</b>	<b>Title</b>
None	

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Jasmine Ali, Children, Schools and Adult Care	
<b>Lead Officer</b>	David Quirke-Thornton, Strategic Director for Children’s and Adults’ Services	
<b>Report Author</b>	Glenn Garcia, Head of Education Access 0-25	
<b>Version</b>	Final	
<b>Dated</b>	15 June 2018	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments sought</b>	<b>Comments included</b>
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer	No	No
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Children’s and Adults Board (CAB)		
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	15 June 2018	

<b>Item No.</b> 13.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 2 – Contract Award Approval Southwark Solicitors Framework	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Victoria Mills, Finance, Performance and Brexit	

**FOREWORD – COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE AND BREXIT**

This report seeks cabinet approval to award a solicitors framework which will not only be available to Southwark council, but will also be available to other London boroughs, their wholly owned companies, London CCGs, the Fire Authority, London Councils and the Local Government Association. The new framework will support Southwark to deliver its fairer future promises of achieving value for money, through the maintenance of competitive fixed rates and quality assured legal services. The council will obtain specialist advice and assistance when needed in order to support and maintain the delivery of a high quality professional service provided by its in-house legal team. The framework is required to support the in-house team where increased capacity is required or where the expertise is not available in-house. In addition to providing added value to the council’s legal team and other departments, the new framework will also generate considerable soft benefits for the local community in Southwark which include but is not limited to presentations at schools, mentoring for Southwark young people, work experience and placements, widening access sessions for the local community to provide information about how to pursue a career in law, the provision of pro bono advice and legal surgeries to local community groups, support for community groups and local based charities and sessions of professional skills support for new business start ups.

**RECOMMENDATIONS**

1. That cabinet notes the evaluation criteria were amended for the reasons set out in paragraphs 27-28 of this report.
2. That cabinet approves the award of the Southwark Solicitors’ Framework to the providers listed in Appendix 1 (attached to this report) for a period of four years commencing on 23 July 2018 with a maximum value of £25 million if used by all the organisations mentioned in paragraph 5 of this report including Southwark.
3. That cabinet approves Southwark’s use of this framework at an estimated total spend of £9 million for the 4 year period with an estimated annual spend of £2.25 million.

**BACKGROUND INFORMATION**

4. The planned procurement strategy was the subject of a Gateway 1 report which was approved by cabinet on 18 July 2017. The approved EU restricted procedure procurement route was followed.

5. The framework will provide specialist legal services for those circumstances where an external solicitor is required and the service cannot be provided by the in-house legal services team due to a lack of capacity or experience, such as the framework makes provision for legal advice for complex matters across a range of areas including Property and Regeneration, Commercial Contracts and Procurement, Commercial Litigation, General Litigation, Housing, Health and Social Care/Social Care Litigation, Employment, Governance and Public Law, Education, Debt Recovery and Residential Conveyancing. The Southwark Solicitors Framework will replace the previous expired arrangement with the London Borough Legal Alliance Framework (LBLA) which did not fully cover Southwark's commissioning requirements in this area.
6. The framework is open to all London boroughs, their wholly owned companies, London CCGs, London fire services, London Councils and the Local Government Association. In order to access the framework, the aforementioned organisations will be required to enter into an access agreement with Southwark and pay a joining fee of up to £7,000 depending on the number of panels that they wish use.

#### Procurement project plan (Key Decision)

7.

Activity	Completed by/Complete by:
Forward Plan (If Strategic Procurement) Gateway 2	29/03/2018
Briefed relevant cabinet member (over £100k)	26/06/2017
Approval of Gateway 1: Procurement Strategy Report	18/07/2017
Market engagement event	w/c 07.08.2017
Invitation to tender	26/01/2018
Closing date for return of tenders	09/03/2018
Completion of evaluation of tenders	27/04/2018
DCRB Review Gateway 2	14/05/2018
CCRB Review Gateway 2:	24/05/2018
Notification of forthcoming decision – despatch of Cabinet agenda papers	18/06/2018
Approval of Gateway 2: Contract Award Report	26/06/2018
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	04/07/2018
Alcatel Standstill Period (if applicable)	15/07/2018
Contract award	17/07/2018
Add to Contract Register	19/07/2018
Contract start	23/07/2018
Publication of award notice in Official Journal of European (OJEU)	26/07/2018



Activity	Completed by/Complete by:
Publication of award notice on Contracts Finder	26/07/2018
Contract completion date	22/07/2022

## KEY ISSUES FOR CONSIDERATION

### Description of procurement outcomes

8. This procurement has resulted in a new solicitors' framework for Southwark council. The new framework will allow the council to deliver its fairer future promises of achieving value for money, through the maintenance of competitive rates and quality assured legal services. The new framework will also offer a number of soft benefits to the community in Southwark as detailed in paragraph 47 of this report. In addition, it will provide added value in that panel firms will be required to provide free training courses/seminars to the council's legal team and client departments in new developments in the law and any area that the staff may require additional knowledge. There is the opportunity for council employees to be seconded to law firms and vice versa.
9. The proposed framework will be divided into three separate panels (lots) with a varying number of firms to be included in each lot or sub-lot, this will allow the council to instruct solicitors in the following service areas:
10. **Lot 1: Complex Matters**  
Consists of Property & Planning, Commercial Contracts & Procurement, Complex Commercial Litigation, Employment and Governance and Public Law. Applicants bidding for Lot 1 bided for all services in that lot. There are no sub-lots.
11. **Lot 2: General Matters**  
Applicants could choose as many of the following 6 sub-lots as they wished:
  - Commercial Contracts and Procurement
  - General Litigation
  - Housing
  - Health and Social Care/Social Care Litigation
  - Employment
  - Education
12. **Lot 3: Routine/Predictable Matters** consisted of the following 2 sub-lots:
  - Residential Conveyancing (1 firm exclusively for Southwark. The other 2 firms will be for the participating organisations and Southwark's work overflow)
  - Debt Recovery

### Key/Non Key decisions

13. This report deals with a key decision.

### Policy implications

14. The new framework will allow Southwark council to deliver its fairer future promises of achieving value for money, through the maintenance of competitive

fixed rates and quality assured legal services. The council will obtain specialist advice and assistance when needed in order to support and maintain the delivery of the high quality professional services provided by its in-house legal team.

### **Tender process - Stage 1, shortlisting (pre-qualification stage)**

15. Following approval of the Gateway 1 report, the tender was advertised in the Official Journal of the European Union (OJEU) and on Contracts Finder. As required by the EU regulations, the full tender suite was available on-line through the council's tender portal.
16. Organisations were able to download the Standard Selection Questionnaire (SQ) and other information relating to the procurement. The SQ sets out the information to be provided by organisations wishing to express an interest. It was structured so that the council would obtain information on the potential service provider's experience, ability and history to assess their suitability to deliver the council's contract requirements.
17. Eighty two firms expressed interest in the framework and thirty four firms submitted an SQ. A number of firms applied for more than one lot or sub-lots providing the council with the hundred and twelve responses across all lots and sub-lots.
18. The evaluation of the SQ covered the following 3 areas:
  - (a) Stage 1 - compliance checks
  - (b) Stage 2 - financial evaluation
  - (c) Stage 3 - technical evaluation (quality).
19. All firms passed the SQ compliance checks and the financial evaluation and proceeded to the quality assessment stage.
20. In order to progress to stage 2 – invitation to tender, applicants were required to pass an assessment of their technical abilities (which was scored) and finances, the pre-qualification stage. The applicants were asked to self-certify their responses on health and safety, equalities and insurance issues.
21. The SQ guidance specified the number of applicants to be invited to tender for each lot and sub-lots and the numbers to be appointed at award stage.
22. The quality questions at the SQ stage were scored from 1 to 5 marks. The council stipulated a minimum threshold of 3 out of 5 marks. This meant that if an applicant did not achieve the minimum threshold, the council may reject the submission and not continue to assess the SQ further. A number of applicants fell below the minimum threshold and were not invited to tender. This meant that some panels had less than the anticipated numbers as detailed in the table in paragraph 24 and in appendix 1 of the closed report.
23. It was stated in the SQ guidance that if an applicant obtained a score that was within two marks of the previous (last) ranked potential supplier's score, the council would reserve the right to invite the potential supplier to tender as well. This meant that the number of applicants to be invited to tender increased by two for lot 1 (complex matters) as two firms had identical marks and were two marks below the last ranked supplier.

24. The results of the SQ process are detailed in the following table and in appendix 1 of the closed report.

Lot	Number of applicants at SQ	Numbers to be invited to tender	Actual number invited to tender	Intended Number of appointments
Lot 1 Complex matters	21	10	12	5
Lot 2 General matters				
2.1 Commercial contracts and procurement	16	10	10	5
2.2 General litigation	16	8	8	4
2.3 Housing	14	10	6	5
2.4 Health and Social Care/Social Care Litigation	6	6	2	3
2.5 Employment	19	6	7	3
2.6 Education	4	6	4	3
Lot 3				
24.1 Residential conveyancing	6	6	4	3
24.2 Debt recovery work	9	6	6	3

#### **Tender process - Stage 2 (Invitation to tender)**

25. Twenty two firms were invited to tender. Reasons for not being called to tender were communicated to unsuccessful applicants and a small number requested further information, which was provided.
26. The council's standard evaluation criteria are based on a 70:30 price/quality split. However, in order to have a more qualitative evaluation indicators and to achieve the best value elements of efficiency and effectiveness, it was proposed in the GW1 report that the council's standard price/quality split is altered so that the quality price split for lot 1 became 60:40, to ensure that the required level of expertise/specialism is achieved at costs which are acceptable to the council. For the general legal work (lot 2) the GW1 quality/price split was 50:50 and for the predictable high volume routine matters (lot 3) the price/quality split was 60:40.
27. Following feedback received and analysed by market and internal stakeholders in August 2017, price and quality evaluation splits were revised as below, as they were deemed to provide a better evaluation basis for each of the lots:
- Lot 1 – Complex matters 70% quality and 30% price  
 Lot 2 - General matters 60% quality and 40% price  
 Lot 3 - Predictable/routine matters 35% quality and 65% price

28. The above price/quality splits were included in the tender documents in order to ensure that the right level of expertise/specialism was achieved.

### Tender evaluation

29. At the ITT stage, an assessment of quality was based on two types of method statements:
- Statements to assess the proposed quality of resources deployed; and
  - Organisational capability method statements to assess an organisation's capability to provide the services requested.
30. Each method statement was weighted according to its importance to the council. A weighted score was applied as follows:

Score	Guidance
5	Excellent: Response exceeds requirements, is fully evidenced, adds value and benefits and demonstrates full confidence to deliver.
4	Good: Response meets all requirements with a good evidence base and some added benefits together with a high level of confidence.
3	Acceptable/Satisfactory Response is complete and meets all minimum requirements while providing appropriate evidence to support these.
2	Less than satisfactory: Response is complete but fails to satisfy all minimum requirements or fails to provide adequate evidence that these requirements can be satisfied.
1	Poor: Response is complete but fails to meet any minimum requirements or lacks an evidence base
0	No submission/unacceptable submission: Response is incomplete, non-compliant, fails to meet any minimum requirements, lacks an evidence base or is unlawful.

### Quality evaluation criteria

31. The following matrix contains the evaluation criteria for Quality with weightings as agreed by the tender evaluation panel.

Method statement	Weighting (%)	Lot 1 score (based on a total possible score of 70)	Lot 2 score (based on a total possible score of 60)	Lot 3 score (based on a total possible score of 35)
Method statement 1: Quality of Resources	50	35 (with 7 out of these allocated to the case study)	30	17.5
Method statement 2: Training resources	5	3.5	3	1.5
Method statement 3: Communications	15	10.5	9	5.5

Method statement	Weighting (%)	Lot 1 score (based on a total possible score of 70)	Lot 2 score (based on a total possible score of 60)	Lot 3 score (based on a total possible score of 35)
Method statement 4: Soft benefits	30	21	18	10.5
<b>Total</b>		70	60	35

32. For the method statements, the council reserved the right to disqualify an application if the tenderer failed to achieve a score of at least 3 in any of the questions as in the council's view this indicates that the tenderer will be unable to fulfil the services to the required standard. No tenderers were disqualified.
33. Price assessment was based on the price quality split described in paragraph 27 of this report.
34. Prices submitted were evaluated in accordance with the following process:

#### **Lot 1, Lot 2 sub-lot and Lot 3.2 Debt Recovery**

- 34.1 For each lot or sub-lot, the council took the hourly rate for each of the roles listed under staff grade in the tender documents and multiplied it by a weight dependent on the expected utilisation of the role. The total sum of the rate per role x weight was added together to calculate a basket price for each bidder in lot 1, each lot 2 sub-lot and the debt recovery sub-lot for lot 3. The bidder with the lowest 'basket' price was awarded the maximum price Score. The maximum price score available was 30 for lot 1, 40 for lot 2 and 65 for Lot 3 Debt recovery. The remaining bidders were awarded a percentage of the maximum score available equal to their 'basket' price, relative to the lowest 'basket price' submitted.
- 34.2 The Price evaluation for each bidder was therefore scored as follows:

$$\frac{\text{Lowest 'basket' Price Tendered}}{\text{Potential Agency's 'basket' price tendered}} \times \text{total lot score}$$

#### **Lot 3.1 Residential conveyancing**

- 34.3 Bidders were asked to provide a fixed price for each corresponding matter in a template. A weighted total price score was calculated based on a higher evaluation attached to those services most frequently used by the council and a lower weight for those services used the least.
- 34.4 Once a supplier enters prices for all matters, the council calculated the "average basket price" for each of high, medium and low volume services. In each of the volume categories, the bidder with the lowest average price in each category received the maximum number of points available in that category out of 65. Lot 3 is weighted at 35% quality, 65% price. Therefore the maximum price score out of 65 was 32.5 for the high volume services, 21.67 for the medium volume services and 10.83 for the low volume services.

- 34.5 The remaining bidders received marks on a proportionate basis from the cheapest to the most expensive price for each volume category. Once each bidder had evaluation scores for each volume category, these were added to reach a total price score for lot 3 Residential Conveyancing.
35. The tender submissions were assessed by an evaluation team comprising of senior lawyers and two heads of department within legal services as well as officers from the council's residential conveyancing team and debt recovery team. The financial evaluations were undertaken by a separate projects team lead by an external project manager. A consensus scoring method was used. The scores were checked for consistency and moderated where required.
36. Once evaluation had been completed, tenderers were ranked according to their combined price and quality score for each lot and/or sub-lot. The scores are detailed in Appendix 2 of the closed version of this report. Those up to the maximum number of firms to be placed on the framework were recommended for award. Where a lower number of firms were invited to tender than the maximum, those that passed the tender evaluation were placed on the framework.
37. A call off from the framework can be made using one of two routes:
- (a) Direct award - by inviting a single service provider to submit a quote. The contracting authority must be able to show that the single service provider is the most economically advantageous solution in respect of the contracting authority's requirements
  - (b) Further competition – by inviting service providers from the relevant panel and running a mini competition in order to determine the most economically advantageous solution.

#### **Plans for the transition from the old to the new contract**

38. There is no framework contract for solicitors' services currently in place. The council has previously commissioned solicitors through the LBLA Solicitors Framework operating in a similar way to the new framework. Whilst some of the firms recommended for award were on the previous version of the LBLA framework Southwark used, there are a number of new firms who have not previously acted for the Council. Whilst the new framework is to commence on the 23 July 2018, transition will be gradual, with only new matters being allocated under the new framework and existing instructions being completed under the previous arrangements.

#### **Plans for monitoring and management of the contract**

39. The contract management will be overseen by a framework steering group. This group will be composed of senior legal representatives from the council's legal services team, and be chaired by the director of law and democracy. The steering group will also include membership from the client departments who use the framework.

40. The day to day management and performance monitoring will be undertaken by the internal legal services business manager and this will be the first point of contact for external solicitors and staff.
41. The legal services team in partnership with the council's finance teams will develop a procedure via the council's financial system which will allow departments to monitor their spend by giving them access to billing information under a shared point.
42. The soft benefits referred to in paragraph 47 of this report will be monitored by a dedicated team of officers within legal services as well as designated officers within the schools division to ensure that panel firms are actually providing what they promised in their tender submissions. Following the award of the contracts, the director of law and democracy together with the designated officers will set up meetings with each panel firm to discuss the implementation of the soft benefits and the timescales for implementation.
43. Contract performance reviews will be completed every 6 months and will include feedback from users. Any concerns raised will be discussed at the contract monitoring meetings held with each firm.
44. Good practice and areas for improvement were captured as part of the monitoring of the previous arrangement with the LBLA and have been incorporated into the new procurement.
45. A six-monthly monitoring report will be presented to the council's finance and governance Departmental Contract Review Board and an annual report will be presented to the Corporate Contract Review Board.

#### **Identified risks for the new contract**

46. The following risks have been identified:

<b>Risk</b>	<b>Risk level</b>	<b>Mitigating Action</b>
The framework does not cover all areas of the council's work, or has insufficient expertise	Low	This is minimised through consultation with client departments, completion of the service specification and in bidders' responses to relevant questions in the ITT.
The framework does not offer intended social value	Low	Southwark's legal services team will oversee the implementation of soft benefits offered by successful bidders during the lifecycle of the framework.
Southwark's highest spending services do not engage with the framework and continue promoting their own direct arrangements where these exist	Low	The proposed framework provides a quality and price mix to the council that will ensure improved value for money compared to current ad-hoc commissioning arrangements for legal services from solicitors. The director for law and democracy will work with current commissioners of such services across the council to ensure that all commissions for such services go

Risk	Risk level	Mitigating Action
		through the framework, unless the framework does not meet commissioning requirements in which case and subject to the director's approval, the process for going outside the framework can be used as detailed in the operating procedure for this framework.
Rates are higher than under the existing framework leading to difficulties with budgeting	Medium	The procurement has been undertaken in a competitive environment. It is considered that value for money has been achieved.

### Community impact statement

47. As part of the tender process, tenderers were required to respond to a question on social value and the benefits that might be offered to internal staff and the community. A number of firms who are being recommended for appointment to the framework have offered to provide the following services for the local community:
- Pro-bono legal advice work and legal surgeries
  - Presentations at schools
  - A “widening access” session for the local community to provide information about how to pursue a career in law
  - Help with CVs and interview techniques
  - Work experience, placements and apprenticeships e.g. for those from “disadvantaged backgrounds” and specifically for Southwark residents
  - Mentoring time for Southwark young people
  - Voluntary support from staff for community groups
  - Support for Southwark based charities e.g. to be given significantly reduced rates of advice
  - Sessions of professional skills support for “start ups”
48. Whilst previous frameworks focused predominately on the delivery of soft benefits to the council internal legal team, the new Southwark framework will ensure that the local community also benefits from services being provided by the panel solicitors.
49. All the service providers are regulated by the Law Society’s code on equalities and are therefore actively encouraged and involved in promoting diversity and will be required to comply with all equalities legislation.

### Social value considerations

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



tender responses, evaluation and commitments to be delivered under the proposed contract.

### **Economic considerations**

51. As the council explores ways it can continue to deliver value for money, it is essential that it make even better use of its resources to meet the needs of residents, community groups, charities and businesses in the borough. The soft benefits mentioned in paragraph 46 of this report will enable the council to meet the needs of the Southwark community which in turn meets the Fairer Future Promises 8 for education, employment and training.

### **Social considerations**

52. The council is an officially accredited London Living Wage (LLW) employer and is committed to ensuring that, where appropriate, providers engaged by the council to provide services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. This commitment is highlighted in the framework terms and conditions which stipulate that all relevant staff employed or engaged by the panel firms must be paid an hourly wage which is equal to or exceeds the LLW. In addition, the framework terms and conditions require panel firms to co-operate and provide all reasonable assistance to the council in monitoring the effects of the LLW including without limitation assisting the council in conducting surveys and assembling data in respect of the affect of payment of the LLW to relevant staff.

### **Environmental/Sustainability considerations**

53. There is no specific environmental/sustainability consideration relating to the use of this framework.

### **Market considerations**

54. The successful tenderers are a mixture of small, medium and large organisations and operate nationally and in some cases, internationally.

### **Staffing implications**

55. The proposed framework is unlikely to give rise to TUPE or other staffing/pension implications. This is due to the nature of advice given under the existing arrangements and for future arrangements being in response to individual instructions of work, for which TUPE will not apply.

### **Financial implications**

56. The costs for solicitors' services are met by service departments. Those costs will need to be agreed and met by the service departments at the time legal advice is required and will therefore need to be contained within departmental legal budgets.
57. Management costs for monitoring the framework will be met from Southwark's legal services budget. There is a direct cost for the external project manager who co-ordinated the procurement of the framework which is estimated to be approximately £30,000 for the end-end project lifecycle. This payment will be met from the legal service budget. It is expected that the project manager's fee

will be recouped from the joining fee required from other organisations who wish to call off from the framework.

58. A number of local authorities and one local authority arms length company have contacted Southwark legal services indicating that they are interested in joining the framework. Those interested in joining will be asked to pay a joining fee of up to £7,000 depending on the number of panels they wish to use.
59. As the council does not operate a solicitors' framework currently and the LBLA framework previously used contained different firms, it is not possible to assess accurately the amount that the council expects to save from this arrangement. However, compared to their non-framework rates offered based on an initial benchmarking exercise, rates offered are in all cases lower and in some cases the discount offered is above 40% on the hourly rate. The council's legal services team will monitor spend throughout the framework period to ensure agreed rates for specific roles are utilised.
60. Framework rates are not index-linked and are fixed for the four year framework period.
61. The estimated spend for the council across the 4 year period is £9m as estimated at GW1 stage.

#### **Legal implications**

62. Please see concurrent from the director of law and democracy.

#### **Consultation**

63. In delivering this framework for the council, the project team consulted with senior legal personnel within the council as well as senior members of the service departments.
64. Representatives from relevant departments were given the opportunity to join the project team, in particular representatives from regeneration, planning and departments undertaking significant amounts of procurement work as these represent the largest spend areas under the framework.

#### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

##### **Strategic Director of Finance and Governance (FC18/004)**

65. The strategic director of finance and governance notes the recommendations in this report for the creation and use of the Southwark Solicitors' Framework. The financial implications describe the operation of the framework. The costs incurred by Southwark Council in engaging solicitors' services are met by service departments from their existing budgets. Those costs will need to be agreed by the service departments at the time legal advice is required. As demand for legal services can be unpredictable, careful monitoring and control of these budgets is required

##### **Head of Procurement**

66. This report seeks approval for the award of the award of the Southwark Solicitors' Framework to the providers listed in Appendix 1 for a period of four

years commencing on 23 July 2018 with a maximum value of £25 million, if used by all the organisations mentioned in paragraph 5 of this report, of which Southwark Council's total spend is estimated to be £9 million over the 4 year period.

67. As these services are classed as 'light touch' services estimated to exceed the relevant EU threshold, they were tendered in accordance with the 'light touch' regime under the Public Contracts Regulation 2015. In line with this the report confirms that this procurement followed the approved EU restricted procedure procurement route in compliance with the requirements of the EU Procurement Regulations and in accordance with the strategy proposed in the relevant Gateway 1 and the council's CSOs.
68. As stated in the report, the evaluation criteria were amended for the reasons set out in paragraphs 27-28 of this report.
69. This new solicitors' framework for Southwark will allow the council to deliver its fairer future promises of achieving value for money, through the maintenance of competitive rates and quality assured legal services and also offers a number of soft benefits to the community as detailed in paragraph 47.
70. The report confirms the monitoring and management arrangements that will be in place during the life of the contract.

#### **Director of Law and Democracy**

71. This report seeks the approval of the cabinet to the award of the framework contracts to the suppliers listed in appendix one to this report.
72. On the basis of the information contained in this report it is confirmed that this procurement was carried out in accordance with the council's Contract Standing orders and the procurement rules. As these services are classed as 'light touch' services estimated to exceed the relevant EU threshold, they were tendered in accordance with the 'light touch' regime under the Public Contracts Regulation 2015. As a 'light touch' procurement, there is some flexibility in the tender process which can be adopted provided that (a) a contract notice is published, (b) the award procedure complies with principles of equal treatment and transparency, (c) the contract is awarded in line with the advertised procedure and (d) time limits are reasonable and proportionate.
73. As this report is prepared on behalf of the director of law and democracy, all other comments are included in the body of the report.

#### **BACKGROUND DOCUMENTS**

<b>Background documents</b>	<b>Held At</b>	<b>Contact</b>
Gateway 1 report, Southwark Solicitors Framework (Cabinet – 18 July 2017)	Southwark Council Website	Clara Diala 020 7525 0672
<b>Link: (copy and paste into browser)</b>		
<a href="http://moderngov.southwarksites.com/documents/s69828/Report%20Gateway%201%20Procurement%20Strategy%20Approval%20Southwark%20External%20Solicitors%20Framework.pdf">http://moderngov.southwarksites.com/documents/s69828/Report%20Gateway%201%20Procurement%20Strategy%20Approval%20Southwark%20External%20Solicitors%20Framework.pdf</a>		

## APPENDICES

No	Title
Appendix 1	Successful firms

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Victoria Mills, Finance, Performance and Brexit	
<b>Lead Officer</b>	Doreen Forrester-Brown, Director of Law and Democracy	
<b>Report Author</b>	Clara Diala, Specialist Lawyer, Corporate team	
<b>Version</b>	Final	
<b>Dated</b>	15 June 2018	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	15 June 2018	

**APPENDIX 1****- Southwark Solicitors Framework****Successful Framework firms****Lot 1, Complex Matters**

Ref	Bidder
1	Bevan Brittan
2	Freeths
3	Clyde & Co
4	Sharpe Pritchard
5	Trowers & Hamlins

**Lot 2.1, Corporate and Procurement**

Ref	Bidder
1	Freeths
2	Bevan Brittan
3	Sharpe Pritchard
4	Browne Jacobson
5	Bond Dickinson

**Lot 2.2, General Litigation**

Ref	Bidder
1	Judge and Priestly
2	Ashfords
3	Bevan Brittan
4	Sharpe Pritchard

**Lot 2.3, Housing**

Ref	Bidder
1	Judge and Priestly
2	Sharpe Pritchard
3	Devonshires
4	Bevan Brittan
5	Ashfords

**Lot 2.4, Health and Social Care**

Rank	Bidder
1	Bevan Brittan
2	Browne Jacobson

**Lot 2.5, Employment**

Ref	Bidder
1	Bevan Brittan
2	Clyde&Co
3	Ashfords

**Lot 2.6, Education**

Ref	Bidder
1	Michelmores
2	Browne Jacobson
3	Bevan Brittan

**Lot 3.1, Residential Conveyancing**

Ref	Bidder
1	Womble Bond Dickinson
2	Paris Smith
3	Trowers and Hamblins

**Lot 3.2, Debt Recovery**

Ref	Bidder
1	Judge and Priestley
2	DWF
3	Ward Hadaway

<b>Item No.</b> 14.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Appointments to Outside Bodies 2018-19	
<b>Ward(s) or groups affected:</b>		N/A	
<b>From:</b>		Proper Constitutional Officer	

## RECOMMENDATION

1. That the cabinet consider and agree appointments to the outside bodies listed in Appendix A of the report for the 2018-19 municipal year.

## BACKGROUND INFORMATION

2. Each year the council makes appointments/nominates individuals to outside bodies.

## KEY ISSUES FOR CONSIDERATION

### Appointments to outside bodies

3. It is for the cabinet to affiliate to and appoint representatives to outside bodies where such appointments are a function of the cabinet.
4. Attached as Appendix A is a list of the outside bodies the cabinet are being recommended to consider appointing to for the 2018-19 municipal year.

### Legal implications

5. Appointments to some of the outside bodies may carry risk both corporately and to the individuals appointed. Standards committee at its meeting on 9 November 2011 approved 'Guidance to Members who serve on Outside Bodies' which is intended to help councillors understand their duties when appointed to outside bodies, and how to handle conflicts of interest that may arise. The guidance is available in the Library on the council website.

### Community impact statement

6. The council is being invited to make nominations to various outside bodies. The nominations process has no direct impact on the community.

### Consultation

7. The political group whips have been consulted on the issues contained in the report and have been invited to submit nominations.

**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
None		

**APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix A	Appointments to outside bodies 2018-19

**AUDIT TRAIL**

<b>Lead Officer</b>	Everton Roberts, Principal Constitutional Officer	
<b>Report Author</b>	Paula Thornton, Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	13 June 2018	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
<b>Date final report sent to Constitutional Team</b>	15 June 2018	



## APPENDIX A

## APPOINTMENTS TO OUTSIDE BODIES 2018-19

Name	Purpose	No. of places	Notes
<b>Age UK London</b>	To promote the welfare of the aged in any manner that may be deemed by law to be charitable within Greater London.	1	<b>(Adult social care function)</b>
<b>Better Bankside Board</b>	To improve the quality of the Bankside environment, further develop the potential draw of the area, increase the sense of security and ensure that better and sustainable maintenance and management arrangements are put in place.	1	<b>(Regeneration function)</b>  Councillor or officer.
<b>Blue Bermondsey BID Board</b>	<p>To help tackle street crime and anti-social behaviour.</p> <p>To offer access to free recycling services to local businesses.</p> <p>To engage the local community to report on areas of grime to ensure streets stay clean.</p> <p>To work with local business support organisations to try and get local people into jobs.</p> <p>To work with local schools to get young people involved in apprenticeships and works schemes.</p>	1	<b>(Community safety function)</b>
<b>Board of Lewisham Southwark College Corporation</b>	The college offers a range of provision including short courses, higher education and apprenticeships. The governance of the college is headed by a Corporation Board.	1	

Name	Purpose	No. of places	Notes
<b>Canada Water Consultative Forum</b>	The forum is responsible for advising on the overall direction of development proposals and ensuring public awareness and involvement in the development proposals.	4	<b>(Regeneration function)</b>
<b>Central London Forward</b>	To provide a cross-sector 'voice for central London'. It operates at a strategic level, seeking to influence policy makers on matters of mutual interest to the communities and businesses of central London.	1	<b>(Regeneration function)</b>  Must be the Leader of the Council.
<b>Centre for Literacy in Primary Education</b>	Professional development and family learning centre. Provides a range of education support, advisory and direct delivery services to schools and families throughout Southwark.	1	<b>(Education function)</b>
<b>Creation Trust</b>	The Creation Trusts key aims are; <ul style="list-style-type: none"> <li>• Engaging the community within the regeneration programme.</li> <li>• Tackling issues around skills and training, young people and health and wellbeing.</li> </ul>	3	<b>(Regeneration function)</b>
<b>Cross River Board</b>	To deliver cross-borough regeneration initiatives north and south of the River Thames in the London Boroughs of Southwark and Lambeth, the Corporation of London and the City of Westminster.	1	<b>(Regeneration function)</b>  Usually the leader or cabinet member for regeneration.

Name	Purpose	No. of places	Notes
<b>Crystal Palace Community Development Trust</b>	Trust set up to oversee the development of the Crystal Palace area.	1	<b>(Regeneration function)</b>
<b>Newable Limited (formerly Greater London Enterprise Limited)</b>	To assist, promote, encourage and secure the physical and economic development and regeneration of the whole or any part of Greater London.	1	<b>(Regeneration function)</b>  Does not have to be a councillor.
<b>Groundwork London, Local Authority Strategic Input Board</b>	<p>The Local Authority Strategic Input Board enables Local Authorities to shape the strategic direction of Groundwork within Local Authorities by:</p> <ul style="list-style-type: none"> <li>• Advising Groundwork on the regeneration needs of local communities.</li> <li>• Providing input to the development process for projects and programmes.</li> <li>• Developing and maintaining close relationships with elected members and officers of local authorities.</li> <li>• Developing relationships with other key local partners.</li> </ul>	1	<b>(Regeneration function)</b>
<b>Guys and St Thomas NHS Foundation (Council of Governors)</b>	<p>To advise the trust on how it carries out its work so that it is consistent with the needs of the members and wider community.</p> <p>The governors:</p> <ul style="list-style-type: none"> <li>• help the trust to carry out its duties in ways that meet with NHS values and the terms agreed with Monitor,</li> </ul>	1	<b>(Health function)</b>

Name	Purpose	No. of places	Notes
	<p>the independent regulator for NHS Foundation Trusts</p> <ul style="list-style-type: none"> <li>• advise the trust on its longer term strategy</li> <li>• provide advice and support to the Board of Directors, who are responsible for the overall management of the trust.</li> </ul>		
<b>Kings College Hospital NHS (Council of Governors)</b>	<p>Their vision is to become a fundamentally new kind of hospital built around patient need, offering patients the highest quality of care, and to deliver this as part of a joined-up and well-managed healthcare system, built in partnership with GPs and other healthcare providers.</p>	1	<b>(Health function)</b>
<b>London Road Safety Council (LRSC)</b>	<p>To reduce the number of road accident casualties within Greater London and provide a means of communication relating to road accident prevention between London local authorities, central government and other organisations.</p>	2	<p><b>(Community safety function)</b></p> <p>Up to two elected members and an officer from road safety education.</p>
<b>London Youth Games Limited</b>	<p>The London Youth Games Limited organise the annual London Youth Games on behalf of the London boroughs. It is a non-profit making company owned and guaranteed by the London boroughs and the City of London Corporation.</p>	1	<p><b>(Leisure function)</b></p> <p>One representative and one deputy.</p>
<b>Millwall For All</b>	<p>The objectives of Millwall for All are:</p> <ul style="list-style-type: none"> <li>• To promote equality and diversity in football and other sports at amateur and professional</li> </ul>	1	<b>(Equalities and Diversity function)</b>

Name	Purpose	No. of places	Notes
	<ul style="list-style-type: none"> <li>• To promote awareness of equality and diversity in primary schools in Lewisham and Southwark</li> <li>• To develop active programmes and partnerships designed to promote equality and diversity in football and build community cohesion</li> <li>• To raise funds for equalities programmes</li> <li>• To represent the boroughs of Lewisham and Southwark on equalities and diversity in football</li> <li>• To publicise the work being done by Millwall Football Club to tackle racism and promote equalities and community cohesion.</li> </ul>		
<b>North Southwark Environment Trust</b>	<p>The preservation and conservation of the environment for the benefit of the public, including the promotion of energy efficiency and efficient methods of disposing of waste.</p> <p>The provision of facilities for education, recreation or other leisure time occupation, in the interests of improving the conditions of life of the inhabitants covered by the area of benefit.</p>	1	<p><b>(Environment function)</b></p> <p>Does not have to be a councillor.</p> <p>The area of benefit covered by the trust is north of the roads known as Camberwell New Road, Camberwell Church Street, Peckham Road, Peckham High Street and Queens Road.</p>

Name	Purpose	No. of places	Notes
<b>Potters Fields Park Management Trust</b>	Potters Fields Park Management Trust leases the park for events, functions and other activities in order to provide funds for maintenance, and to develop programmes which educate and engage with the community.	2	<b>(Leisure function)</b>  Does not have to be a councillor.
<b>South Bank Partnership</b>	Engagement with South Bank employers groups, local MPs and community organisations in North Lambeth and Southwark (Bankside).	4	<b>(Arts and culture function)</b>  One representative and local ward councillors.
<b>South Bank and Bankside Cultural Quarter Directors Board</b>	To work with the community to celebrate the richness and diversity of cultural activity in the quarter and across London and engage with local communities.	1	<b>(Arts and culture function)</b>
<b>South Bermondsey Big Local Partnership Steering Group</b>	The Partnership informs and guides the development and delivery of the BIG Local programme for South Bermondsey and Old Kent Road wards.	2	<b>(Community engagement function)</b>  Currently one Old Kent Road and one South Bermondsey ward councillor.
<b>South London Gallery Trustee Limited</b>	To act as trustees and director of South London Gallery Trustee Ltd (the sole trustee of the South London Fine Art Gallery and Library Trust), which operates the South London Gallery as a public contemporary art gallery. Southwark Council is a major funder of the gallery but trustees must act solely in the best interests of the charity and are responsible for controlling the management and administration of the charity in line with the governing document.	3	<b>(Arts and culture function)</b>

Name	Purpose	No. of places	Notes
<b>South London and Maudsley (SLaM) NHS Trust Members Council</b>	To support the board of directors in setting the longer-term vision for the trust and to influence proposals to make changes to services and to act in a way that is consistent with NHS principles and values and the terms of the trust's authorisation.	1	<b>(Health function)</b>
<b>Southwark and Lambeth Archaeological Excavation committee (SLAEC)</b>	The SLAEC is an advisory body established to promote archaeological work in Southwark and to advance the knowledge of the history of Southwark and Lambeth by archaeological investigation.	1	<b>(Leisure function)</b>  One representative and one deputy.
<b>Southwark Cathedral Education Centre</b>	The Education Centre exists to help teachers cover the curriculum for primary and secondary education in imaginative ways, while playing its part in the Cathedral's outreach and mission and presenting the Cathedral as a place of worship.	1	<b>(Education function)</b>
<b>Southwark Construction Skills Centre ("the Centre")</b>	<p>To work together in the delivery of the Southwark Construction Skills Centre ("the Centre").</p> <ul style="list-style-type: none"> <li>• Establish a centre of construction training excellence for the local construction industry</li> <li>• Deliver high quality construction skills training</li> <li>• Inspire local school age children to pursue a career in the construction industry</li> <li>• Provide pathways into employment in the construction industry for</li> </ul>	1	<b>(Regeneration/employment and education function)</b>  Cabinet or deputy cabinet member

Name	Purpose	No. of places	Notes
	<p>local people, by increasing the employment and training opportunities in the sector for the borough's residents, as well as helping the local construction industry meet their skills needs</p> <ul style="list-style-type: none"> <li>• Provide a visible 'front door' to enable local people to find new skills and employment opportunities within the construction sector.</li> </ul>		
<p><b>Safer Neighbourhood Board (Southwark)</b></p>	<p>The role and purpose of the Safer Neighbourhood Board is:</p> <ul style="list-style-type: none"> <li>to ensure communities are more closely involved in crime reduction and prevention;</li> <li>to have a broad remit to reflect M.O.P.A.C's (Mayor Office for Policing and Crime) broader responsibilities;</li> <li>to have greater reach in community involvement;</li> <li>to achieve greater coherence between different engagement mechanisms and;</li> <li>to make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.</li> </ul>	1	<p><b>(Community safety function)</b></p> <p>Cabinet member with community safety portfolio</p>
<p><b>WeAreWaterloo BID (Business Improvement District)</b></p>	<p>To create a safer and more pleasant trading environment for businesses and to promote the area to bring in more visitors, whilst maintaining its individuality and unique character.</p>	1	<p><b>(Regeneration function)</b></p> <p>Usually a ward councillor.</p>



<b>Item No.</b> 15.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Nominations to Panels, Boards and Forums 2018-19	
<b>Ward(s) or groups affected:</b>		N/A	
<b>From:</b>		Proper Constitutional Officer	

## RECOMMENDATIONS

1. That the cabinet agrees the allocation of places to the panels and boards and forums set out in Appendix A of the report for the 2018-19 municipal year and nominates members accordingly.
2. That the cabinet considers whether to appoint a chair and vice-chair to the following body from amongst those individuals appointed to serve:
  - Standing Advisory Council on Religious Education.

## BACKGROUND INFORMATION

3. It is for the cabinet to agree the allocation of places to panels, boards and forums in connection with the functions that are the responsibility of the cabinet.

## KEY ISSUES FOR CONSIDERATION

### Proportionality

4. Appendix A sets out the detail of those, panels, boards and forums for which nominations are required for the 2018-19 municipal year. There is no requirement that appointments to panels, boards and forums are proportionate and in the past, where the allocation of seats has been proportionate, this has been done by local agreement.
5. There is no requirement that a seat allocated to a particular group can only be filled by a member of that group. Therefore groups have the discretion to allocate seats as they wish, including to a member of another group or an individual councillor.

### Appointment of chairs and vice-chairs

6. In recommendation two, members are asked to consider whether the appointment of the chair and vice-chair of the standing advisory council on religious education (SACRE) should be agreed by the cabinet or at the first meeting of the body. If Members are minded to agree the chair and vice-chair at this meeting then names should be given at the time:
  - Standing Advisory Council on Religious Education

7. Currently SACRE appoint the chair and vice-chair.

#### Establishment of new bodies

8. Members may wish to establish new bodies or recommend that officers look into changing the status of existing bodies. In relation to the creation of new bodies, Members will need to:
- (i) agree new terms of reference
  - (ii) agree the membership and allocation of places
  - (iii) consider whether to appoint the chair and vice-chair.

#### Community impact statement

9. There are no specific community impact issues arising from the recommendations.

#### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

#### APPENDICES

No.	Title
Appendix A	Nominations to Panels, Boards and Forums 2018-19

#### AUDIT TRAIL

<b>Lead Officer</b>	Everton Roberts, Principal Constitutional Officer	
<b>Report Author</b>	Paula Thornton, Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	13 June 2018	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES/CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments sought</b>	<b>Comments included</b>
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
<b>Date final report sent to Constitutional Team</b>		15 June 2018

## APPENDIX A

### NOMINATIONS TO PANELS, BOARDS AND FORUMS 2018-19

#### JOINT PARTNERSHIP PANEL (TRADE-UNION CONSULTATION)

Summary of Functions	Status	Membership	Politically Proportionate
To provide a member-level trade union consultation forum for dialogue on corporate policy issues and corporate proposals affecting the workforce.	Non statutory	2 Councillors, Human Resources Director, Chief officer team representative, plus accredited Branch Secretaries of Unison, GMB and Unite.	N/a

Allocation 2017-18	Proposed Allocation 2018-19	Council Appointment	Comments
2 representatives from the cabinet. In 2017/18 the cabinet members were the leader of the council and cabinet member responsible for human resources.	2 representatives from the cabinet	2 Councillors	None

## HOMEOWNERS SERVICE CHARGE ARBITRATION TRIBUNAL

Summary of Functions	Status	Membership	Politically Proportionate
To resolve homeowner service charge disputes from 2014/15 onwards.	Non statutory	1 Independent chairperson 1 Leaseholder representative 1 Councillor (from pool) 1 Independent legal representative	N/a

Allocation 2017-18	Proposed Allocation 2018-19	Council Appointment	Comments
Unlimited	Unlimited	Members to act as pool	Cabinet members are not able to be members of the panel.

## TENANCY AND LEASEHOLD ARBITRATION TRIBUNALS

Summary of Functions	Status	Membership	Politically Proportionate
<p>To resolve certain disputes between secure tenants and the council (landlord) arising from a breach within the terms of the Tenancy Agreement.</p> <p>To resolve disputes between Southwark Right to Buy applicants, Southwark Council leaseholders and Residential Freeholders who pay a service charge to Southwark Council.</p>	Non statutory	1 Independent chairperson 1 Tenant or Leaseholder representative 1 Councillor (from pool)	N/a

Allocation 2017-18	Proposed Allocation 2018-19	Council Appointment	Comments
Unlimited.	Unlimited	Members to act as a pool	Cabinet members are not able to be members of the panel.

### SOUTHWARK SAFEGUARDING ADULTS BOARD

Summary of Functions	Status	Membership	Politically Proportionate
The purpose of the Board is to ensure that adults can live a life free from abuse and neglect.	Statutory	Senior managers from different services and agencies including independent and voluntary sector	N/a

Allocation 2017-18	Proposed Allocation 2018-19	Council Appointment	Comments
Cabinet Member for Adult Care and Financial Inclusion	Cabinet Member for Children, Schools and Adult Care Cabinet Member for Community Safety and Public Health	2	

## SOUTHWARK SAFEGUARDING CHILDREN'S BOARD

Summary of Functions	Status	Membership	Politically Proportionate
<p>To promote and safeguard the welfare of children.</p> <p>To engage in activities that safeguard all children and aim to identify and prevent maltreatment or impairment of health or development.</p> <p>To ensure that children are growing up in circumstances consistent with safe and effective care.</p> <p>To lead and co-ordinate proactive work that aims to target particular groups and to arrange for responsive work to protect children who are suffering, or likely to suffer significant harm.</p>	Statutory	Senior managers from different services and agencies including independent and voluntary sector.	N/a

Allocation 2017-18	Proposed Allocation 2018-19	Council Appointment	Comments
Cabinet Member for Children and Schools	Cabinet Member for Children, Schools and Adult Care	1	

**STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION**

<b>Summary of Functions</b>	<b>Status</b>	<b>Membership</b>	<b>Politically Proportionate</b>
To review the existing provision of Religious Education and consider whether any changes need to be made in the agreed syllabus or in support offered to schools. To monitor the provision of the daily collective worship and to consider any action to improve such provision.	Statutory	4 Councillors Plus representatives of local faith groups and Teachers Associations	N/a

<b>Allocation 2017-18</b>	<b>Proposed Allocation 2018-19</b>	<b>Council Appointment</b>	<b>Comments</b>
Labour – 3 Liberal Democrats – 1	Labour – 3 Liberal Democrats – 1	4 Councillors	

**SOUTHWARK TENANT MANAGEMENT ORGANISATION COMMITTEE**

<b>Summary of Functions</b>	<b>Status</b>	<b>Membership</b>	<b>Politically Proportionate</b>
To discuss with representatives of TMO's issues of mutual interest.	Statutory	4 Councillors TMO Representatives Cabinet Member for Housing Management and Modernisation	N/a

<b>Allocation 2017-18</b>	<b>Proposed Allocation 2018-19</b>	<b>Council Appointment</b>	<b>Comments</b>
Labour – 3 Liberal Democrats – 1	Labour – 3 Liberal Democrat – 1	4 Councillors and Cabinet Member with responsibility for Housing	

<b>Item No.</b> 16.	<b>Classification:</b> Open	<b>Date:</b> 26 June 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Motions Referred from Council Assembly	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		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 14 March 2018 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
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&amp;MId=5705&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&amp;MId=5705&amp;Ver=4</a>		



**APPENDICES**

<b>Number</b>	<b>Title</b>
Appendix 1	The Future of Southwark - Opportunities and Challenges
Appendix 2	Busking on Bankside
Appendix 3	Improving Mental Health and Wellbeing In Southwark

**AUDIT TRAIL**

<b>Lead Officer</b>	Chidilim Agada, Head of Constitutional Services	
<b>Report Author</b>	Virginia Wynn-Jones, Principal Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	14 May 2018	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments sought</b>	<b>Comments included</b>
Strategic Director of Finance and Governance	No	No
Director of Law and Democracy	No	No
Strategic Director of Children's and Adults' Services	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Constitutional Team</b>		14 May 2018

## APPENDIX 1

**THE FUTURE OF SOUTHWARK - OPPORTUNITIES AND CHALLENGES**

1. Council assembly welcomes the huge progress that the council has made since 2010 delivering a fairer future for all.
2. Council assembly notes that this progress was in stark contrast to the previous eight years where the Liberal Democrat and Conservative administrations had the wrong priorities and lacked ambition for the borough. Council assembly notes the record of the previous administration where:
  - a) Council housing was the worst in the country, and almost half of council homes failed to meet basic decency standards.
  - b) The environment was neglected, with recycling the sixth worst in the entire country.
  - c) Council tax collection was the third worst in the country, and council tax increased by 17.5% despite record investment in Southwark from the Labour Government. Adult social care went from being one of the best to the eighth worst in the country.
  - d) CCTV coverage was cut, making it harder to tackle antisocial behaviour and crime.
  - e) Despite a housing crisis, they only built three new council homes in the last term of the former administration.
3. Council assembly notes that in the first four years of this administration, Southwark made huge progress despite a Liberal Democrat/Conservative coalition government that:
  - a) Introduced the bedroom tax hitting some of our poorest residents the hardest.
  - b) Almost halved the grants from central government to pay for local services.
  - c) Slashed childcare support by up to £1,500 per family.
  - d) Trebled tuition fees to £9,000 after promising not to.
4. Council assembly notes that the public rightly gave their verdict of the shameful record of the Conservatives and Liberal Democrats by kicking out the local Liberal Democrat MP, and slashing the number of Conservative and Liberal Democrat Councillors across the borough. Council assembly notes the public's confidence in this administration and hard working local Labour MPs by consistently electing them to serve this borough.
5. Council assembly notes the proud record of this Labour administration over the last eight years and the work that has been done to deliver a fairer future for all, including:
  - a) Making every council home warm dry and safe, and rolling out quality kitchen and bathroom so that over 95% of council homes now meet the decent homes standard, so our council tenants can live in a high quality home they can be proud of.
  - b) Tackling the housing crisis by building new homes of every type, including new council homes because our residents should be able to afford good quality homes in the borough they call home. 535 council homes are already completed, 471 are being built or have permission to start, and a further 513 are going through the planning process.
  - c) Helping over 5,000 people into work since 2014 – more than any other London borough – and creating nearly 2,000 apprenticeships – again more

than any other London borough – because this council wants to give residents the skills and opportunities to get good quality, secure jobs.

- d) Improving healthy lives for children by introducing free healthy school meals and free fruit for all primary school children, and expanding and refurbishing popular schools so that every child has the best start in life.
  - e) Introducing free swim and gyms for all residents – with nearly half a million visits since 2016, so it's easier and cheaper to keep fit and healthy.
  - f) Diverting over 99% of waste away from landfill, and making our recycling rate the best in inner London, and making our borough even greener with more award winning green flag parks than any other borough in inner London.
  - g) Developing and delivering a Women's Safety Charter, increasing the number of arrests from our CCTV cameras, and installing new estate security doors, to prevent and tackle crime and antisocial behaviour more effectively.
  - h) Keeping our libraries open, and investing in them whilst many other councils cut theirs. Canada Water Library is now the busiest in London and Camberwell now has a nationally recognised award winning library thanks to Labour's investment.
6. Council assembly is disappointed that Liberal Democrat members opposed many of these policies which have improved life for Southwark residents, including:
- a) Campaigning against free healthy school meals, and voting to cut the funding needed to pay for it.
  - b) Voting against plans to keep all of Southwark's libraries open.
  - c) Voted against the money for Southwark staff to be paid the London Living wage and recently proposed that they should work in dirty offices and even provide their own stationery.
  - d) Voted against funding more CCTV cameras which prevent crime and antisocial behaviour and help the Police to catch criminals.
7. Council assembly resolves to call on cabinet to agree a Council Plan early in the new administration which will continue to deliver a Fairer Future for Southwark's residents, including:
- a) Every child having the best start in life: some of Southwark's schools are already outstanding, but others are struggling. The new council plan must include plans to drive up standards in all Southwark's schools. Southwark's children should have healthy, active childhoods, which means continuing and extending free school meals to school nurseries so all children have the opportunities to thrive.
  - b) Building high quality homes that residents can afford, with more homes of every type being built across the borough to tackle the housing crisis. This must include building more council homes so that we meet our 11,000 new council homes by 2043 target, and improving the quality of housing in the private rental sector.
  - c) Making sure Southwark continues to be a great place to live. Recycling rates are already high, and they must stay that way. Air quality is one of the greatest public health challenges for Southwark, and the next council plan must tackle poor air quality, as well as the challenge of climate change.
  - d) Southwark being a healthy borough, where your background doesn't determine your life chances. Swimming and going to the gym are now free in Southwark, and now walking, cycling and other types of exercise must

- become more accessible to all so that everyone has the chance to be fit and healthy.
- e) Making Southwark a full employment borough, where the barriers keeping people out of work are swept away, and everyone has the skills to play a full part in our economy. The next council plan needs to consider the jobs of the future, so it must ensure more residents are helped to get the skills they need to get these new jobs.
  - f) Keeping Southwark Council a modern and efficient organisation, which listens to and works with residents and communities? In a changing and increasingly digital world, council must keep digitally innovating: the way that residents want to access services is changing and the council must change with it. At the same time, the council must improve digital inclusion, so no one and nowhere is left behind.
8. In a world changed by Brexit, and following on from the tragic Grenfell fire, Southwark council must be fighting for our residents, and standing up against the Conservative Government in challenging and uncertain times.
9. Council assembly believes that this vision for a fairer future for all residents will only be delivered by a financially responsible, ambitious Labour administration, which embodies the council's fairer future principles.

**APPENDIX 2****BUSKING ON BANKSIDE**

1. Council assembly notes:
  - a) The dramatic increase in footfall alongside Bankside that has occurred over the last 20 years, driven by the opening of the Globe, Tate Modern, the Millennium Bridge and the ongoing redevelopment of the riverside area.
  - b) That Bankside was, and remains, an area with a significant residential population, namely residents in Falcon Point, Bankside & Gallery Lofts, the Bankside houses and Clink Street, plus newer developments in Benbow House, 20 New Globe Walk and the Bear Pit.
  - c) The work that the council is already doing to tackle nuisance busking, including the re-organisation of the Regulatory Services team which has brought together the Noise and Nuisance team, SASBU, street wardens and other street enforcement teams which work closely together to reduce the disturbance of busking, the ongoing analysis of busking activity to tackle those causing nuisance, anti social behaviour and difficulties, and ceasing the advertising of busking sites in Southwark to discourage a further increase in busking levels.
2. Council assembly acknowledges:
  - a) The efforts of council officers, Bankside residents, and partners from other stakeholders, including Better Bankside, the Tate Modern and Bankside Residents forum, to find a solution to the busking noise related issues.
  - b) That the massive increase in visitors and tourists has attracted buskers to the area, many of whom use amplification in their performances
  - c) That the impact of this noise nuisance on a daily basis can have a detrimental impact on the residential amenity of those who live and work in Bankside, including possibly for some residents on their physical and mental wellbeing.
3. Council assembly supports:
  - a) The work of the 'Bankside Busking Working Group', which seeks to:
    - Reduce the number of nuisance buskers along the riverside
    - Improve and better co-ordinate local authority and police force efforts to manage nuisance busking
    - Co-ordinating use of resources to control nuisance buskers
    - Provide residents and businesses with a voice to lobby for additional resources, and changes to protocols, processes, procedures and legislation controlling busking
    - Explore introduction of a scheme to organise and regulate busking in the Bankside area

- b) And looks forward to the group bringing forward options for an effective and proportionate approach to dealing with the issue of nuisance busking.
4. Council assembly resolves to call on cabinet to:
- a) look at the recommendations coming forward from the Bankside Busking Working Group and the multi-agency Buskers group, which includes representatives from the council's noise team, SASBU, EPT, street enforcement teams and the police, with a view to adopting a solution which protects the amenity of local residents and reduces problematic and nuisance busking.

**IMPROVING MENTAL HEALTH AND WELLBEING IN SOUTHWARK**

1. Council assembly notes that two million Londoners experience poor mental health, which equates to 62,500 people in each borough, and that London's suicide rate increased by 33 per cent from 552 to 735 incidents between 2014 and 2015 – the highest figure recorded by the Office for National Statistics since records began.
2. Council assembly understands that employment for Londoners with a mental health problem is 31 per cent lower than the UK average and that the financial cost of mental ill-health is approximately £700 million for each London borough.
3. Council assembly reaffirms its commitment to approach mental health and wellbeing as a key priority and to work collaboratively with partners within and outside the borough to address and tackle mental ill-health across our communities.
4. Council assembly welcomes the Mental Health and Wellbeing Strategy jointly developed by the council and Southwark Clinical Commissioning Group that was agreed by both organisations in January 2018.
5. Council assembly resolves to call on cabinet to commit to support and work with Thrive LDN, and develop the Mental Health and Wellbeing Strategy, to:
  - a) Create a citywide movement for all Londoners that empowers individuals and communities in our borough to lead change, address inequalities that lead to poor mental health and create their own ways to improve mental health.
  - b) Following on from the examples set by Harrow Thrive and Black Thrive in Lambeth, look in to localising Thrive LDN to Southwark by exploring the practicalities of establishing a local Thrive hub that responds to local needs.
  - c) Work with Thrive LDN and the Mental Health Foundation to develop a pilot programme on an estate to develop new approaches to improving mental health well-being.
  - d) Examine new methods to support more people in Southwark to access a range of activities that help them to maintain good mental health and wellbeing.
  - e) Work closely with partners across Southwark to end mental health stigma and discrimination.
  - f) Build on the great work happening across London to engage children and young people in mental health by helping Thrive LDN to develop training and resources for youth organisations, schools and student societies.
  - g) Support employers to make mental health and wellbeing central to the workplace.

- h) Work with partners to explore new ways to access services and support, and consider the use of digital technologies to promote mental health and improve information about accessing support.
- i) Work with partners and build on the excellent work being done across the borough to reduce suicides in Southwark. We welcome the vision in the Southwark Suicide Prevention Strategy to reduce suicide, attempted suicide and self-harm in Southwark to among the lowest rates in London, and to work towards this ambition by ensuring that the number of suicides across the borough decreases by at least 10% by 2023.



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**CABINET AGENDA DISTRIBUTION LIST (OPEN)****MUNICIPAL YEAR 2018-19**

**NOTE:** Original held by Constitutional Team; all amendments/queries to  
Paula Thornton Tel: 020 7525 4395

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