

Item No. 15.	Classification: Open	Date: 19 September 2017	Meeting Name: Cabinet
Report title:		Social Regeneration – Emerging Framework and Next Steps	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Maisie Anderson, Public Health and Social Regeneration and Councillor Johnson Situ, Business, Culture and Social Regeneration	

FOREWORD – COUNCILLOR MAISIE ANDERSON, CABINET MEMBER FOR PUBLIC HEALTH AND SOCIAL REGENERATION AND COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR BUSINESS, CULTURE AND SOCIAL REGENERATION

Our borough has a long and proud history of regeneration and a strong social commitment to helping improve the lives of our residents, stretching back to the work of Ada and Alfred Salter 100 years ago. From the more obvious changes to the physical environment there has also been huge improvements to living standards, transport links, shopping and leisure facilities and so much more. Regeneration has brought with it job opportunities and economic vibrancy – and in recent years has truly put Southwark ‘on the map’, helped pull the centre of London south and expand opportunities for our residents.

Projects like Canada Water Library and Castle Leisure Centre highlight that the opportunities created by regeneration projects extend well beyond the residents immediately surrounding the scheme, and can become popular with people right across Southwark and beyond.

Changes to the built environment in our borough should not distract from the real social impacts of regeneration. The places where people live – and the opportunities therein – can reduce inequalities and help bring communities together. The council is committed to making sure that no one is left behind and this dedicated work on social regeneration going forward will form a key part of achieving this.

This report seeks to define our approach to social regeneration, one that primarily seeks to reduce economic and health inequalities and to strengthen existing communities. This paper also calls on cabinet to note the emerging social regeneration framework and reaffirms our commitment to ensure residents remain at the heart of regeneration across the borough. Most importantly, in the months ahead we will be talking to residents about the future of the borough.

We know that change can lead to uncertainty and this report builds on our continued commitment to work with residents for a ‘fairer future for all’.

RECOMMENDATIONS

That the cabinet:

1. Agree that social regeneration is about 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.
2. Agree that the draft social regeneration policy framework (Appendix 1) be further shaped and used as part of the evidence for a wider conversation with residents, partners and stakeholders, with a report back on progress in early 2018.

BACKGROUND

3. Southwark is a place of growth, development and opportunity. It is a borough with a rich and proud history, a strong sense of community and a great ability to transform and renew, at times against the odds. The council's ambition (as expressed through the Council Plan) is of "a fairer future for all" where everyone can achieve their potential, and be more than the sum of our parts in a borough that is proud of its place in the world.
4. The ambition is underpinned by plain speaking principles that guide everything that we do. These include making Southwark a place to be proud of and treating residents as if they were a valued member of our own family. It is this ambition and fairer future values that provide the twin basis for developing a social regeneration policy framework, a draft of which is set out in this report.
5. The social regeneration policy framework is being proposed at this time as a basis for a wider conversation on Southwark's future. This conversation will need to involve everyone with a stake in improving the well-being of those who visit the borough, work here and call Southwark their home.

KEY ISSUES FOR CONSIDERATION

6. Social regeneration is not something new to Southwark. The borough has always been a place of visionary change. It was home to Ada and Alfred Salter, pioneering MPs in the early twentieth century, who brought one of the first public health services to this corner of London. More recently, Southwark has led successful urban regeneration, working to boost local economic growth, revitalise neighbourhoods and create opportunities for all.
7. In the ten years prior to 2015, Southwark fell from being the tenth most deprived borough in the UK to the forty first. More, with children's services rated 'good' by Ofsted and schools performing among the best in the country and more Southwark residents in work than at any time this century, this is a borough where families want to raise their children so they too can take up the opportunities from the borough's place at the centre of London.
8. Working with residents, development partners and the community, Southwark is delivering some of Europe's most exciting and complex regeneration schemes. This is helping to shape future neighbourhoods at Elephant and Castle, Aylesbury, Canada Water and the London Bridge Quarter among others.

9. Regeneration has brought thousands of new homes and jobs to the borough. This is being achieved through a mixture of public and private investment. Since 2010 Southwark has built more new homes than many other London boroughs, and as a borough has built among the highest number of affordable homes in the country using the proceeds of regeneration to deliver borough-wide investment.
10. Major regeneration has helped deliver investment in transport facilities and environment improvements as well as wider benefits such as improved leisure centres (e.g. the Castle), libraries, parks, community facilities, business space and upgrading of local healthcare facilities. This is investment that would have been very difficult to otherwise achieve in the face of continued austerity from government cuts to Southwark's income. To provide some context, the council has had to save £180million from council revenue budgets in the last six years, putting pressure on all service budgets in the face of rising demand and need.
11. Southwark has therefore achieved demonstrable improvements across a range of well-being outcomes – more jobs and apprenticeships, improved educational attainment, 93% of homes classed “decent”, second highest number of green flag awarded parks in London, free gym and swim for residents at new and upgraded leisure centres and no libraries closed and even new facilities opened (e.g. Canada Water). This progress highlights the strong baseline upon which our approach to social regeneration is being built. However, there is no room for complacency.
12. The progress is evidence of our determination and innovation in Southwark as well as the way in which communities can work together with the council to achieve improvements for residents. This is in spite of unprecedented reductions in public finances. However it's now even more important than ever to ensure that no one is left behind and that people have control over their lives and choices about change.
13. Importantly, the achievements to date create the right conditions and timing to develop a social regeneration policy framework to help secure ongoing and sustained improvements in well-being across Southwark.

Social regeneration policy framework

14. Regeneration is considered by some in terms of the built environment such as development of new housing at Elephant Park or new public spaces in Borough or Peckham, or the implementation of green gyms in Dulwich and Southwark Parks. Regeneration in this sense is clearly linked to improving living conditions. But regeneration also has a fundamental role in improving the life chances of those who live, work and visit places in Southwark. This is because of the ‘social’ aspect of regeneration which includes health, education and skills, community spaces, arts and culture, family and child wellbeing.
15. Social regeneration is the way we ensure that the places where people live, now and in the future, create new life opportunities, promote wellbeing and reduce inequalities. This means that people have better lives, in stronger communities, and achieve their potential. It is about harnessing change to reduce inequalities in a borough where people are healthy and resilient, feel connected, and there are opportunities for all.
16. Southwark's emerging policy framework on social regeneration proposes a number of starting objectives:

- A borough wide approach to improving the wellbeing of current and future generations;
 - A one council approach to ensure all our assets are used and aligned effectively to bring about improved well-being for people and places across Southwark;
 - Wellbeing as a primary outcome of all our work, whether in regeneration or across the broader work that we do together as a Southwark community.
17. The borough is already achieving much in advancing these objectives. Appendix 1 sets out further detail on the key features for social regeneration. Outcome measures will be developed in line with the key features, building on what is already tracked across council programmes and activity plus new indicators. Potential high level examples of these indicators are included in Appendix 2 for illustration. The outcomes are the things that demonstrate how social regeneration does, can and will continue to make a difference to people's everyday lives. For example, having the best start in life; being in good work and financially independent; enjoying safe and healthy places that are affordable to people on a range of incomes; living long, happy, active and healthy lives; having quality support networks through friends, family and in the community and so on.
18. Through tracking of outcomes we will learn from our own progress. We will look at other good practice and what works, integrate our activities together and reinforce strategy and programme delivery.

Community impact statement

19. The emerging social regeneration policy framework will support a wider conversation with communities about wellbeing and the future of the borough. Initial work is underway with officers to develop a plan for that conversation exercise, with the aim of starting activity in the autumn. The conversation is likely to draw on planned events in the council calendar, use of resident surveys, other community conversations as well as more innovative approaches to engagement. Groups and individuals that may not always be heard as often as others will be a focus. We'd like to hear what people think has worked well, what we need to keep doing and do more of as well as things that may need to change.
20. We want to develop a deeper understanding of what people think about social regeneration and wellbeing, which will include drawing from the everyday conversations in our shops, streets and schools and the places where people and communities come together. As the conversation progresses the social regeneration policy framework will be shaped and updated to reflect what is said, heard and learned. This is so that Southwark has the most rigorous possible framework with qualitative and quantitative evidence upon which to plan and continue to deliver into the future.
21. The emerging framework puts people at the heart of everything we do, engaging with them in an ongoing process to co-identify priorities and co-design solutions. NICE guidance endorses community engagement as a strategy for health improvement. Local government and their partners have important roles in creating safe and supportive places, fostering resilience and enabling individuals and communities to take more control of their health and lives. The development of a social regeneration policy framework is built upon these considerations.

Policy implications

22. The draft framework has been partly designed from a review of literature of social regeneration and the common principles underpinning it. The framework is also developed from a capture of work already underway across council services. This includes lessons from previous major regeneration programmes in the borough, including the Single Regeneration Budget, New Deal for Communities and Neighbourhood Renewal Fund.
23. Draft policies attached to the New Southwark Plan (NSP) will ensure physical change goes hand in hand with positive social change. It is proposed in the NSP that development should contribute towards social regeneration by enhancing the health and wellbeing of residents. The social regeneration policy framework is informed by the Council Plan 2014-18, and will align with key strategies to improve well-being such as Southwark's Housing Strategy, Air Quality Strategy, Cultural Strategy, Economic Wellbeing Strategy, Voluntary & Community Sector Strategy and plans around youth and play.

Resource implications

24. This report proposes a draft social regeneration policy framework. It will be used to influence council policies, projects and activities and guide delivery of shorter time milestones in the current Council Plan to 2018 (e.g. Old Kent Road area action plan). Resources for those projects will be delivered within planned budgets. There is no specific resource implication attached to the emerging framework itself. As the framework is developed there may be consequential impacts on how resources are planned.

Legal implications

25. In the exercise of its functions, the council is subject to the public sector equality duty, in section 149 Equality Act 2010. Social regeneration is about creating opportunities, promoting wellbeing and reducing inequalities so people can achieve their potential. The framework, conversation and consequential work will be delivered with regard given to the objectives described in section 149.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

26. This report asks cabinet to agree an approach to "social regeneration" and that further work be undertaken to develop the draft social regeneration policy framework (at Appendix 1) and a progress report be brought back to cabinet in 2018. As it is a decision on a matter that affects more than one portfolio area, it is appropriate for the decision to be taken by cabinet in accordance with Part 3D of the council's constitution.
27. Local authorities in England were until 2015 subject to a requirement to produce a "sustainable community strategy" for promoting and improving the economic, social and environmental well-being of its area and contributing to the achievement of sustainable development. This accompanied a general power to do anything the council considered likely to achieve these objectives, which in 2012 was itself revoked, in relation to local authorities in England, and replaced by the "general power of competence" giving councils the power to do any thing that individuals generally may do. Councils also retain their subsidiary power under section 111

Local Government Act 1972 to do anything calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

28. In 2012 local authorities in England were made subject to a duty to take such steps as they considered appropriate to for improving the health of people in their areas (section 2A National Health Service Act 2006, as amended). The summary of the aims of the emerging framework (at paragraph 17) states that health and well-being is at the centre of the council's developing approach to social regeneration. It can be said therefore that a development and adoption of the framework is directed at facilitating, and/or is conducive or incidental to, the fulfilment of council's duty in this area.
29. Paragraph 25 of the report refers to the public sector equality duty in section 149 Equality Act 2010. This requires the council, in the exercise of all its functions, to have due regard to the need to
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The duty will apply throughout the development of the policy framework.

30. The report also refers to encouraging a "wider conversation" and engaging with Southwark's communities in further developing the framework. Procedural fairness may require a council to undertake consultation before taking a decision on a proposal, and any consultation that takes place should take account of the principles enshrined in *R (Moseley) v Haringey London Borough Council* [2014] LGR 823, namely that consultation must always (i) take place at a formative stage; (ii) give sufficient reasons to permit intelligent consideration and response; and (iii) give adequate time for a response. Further, the response to a consultation must be conscientiously taken into account by a decision-maker before finalising any proposal.

Strategic Director of Finance and Governance (FC17/061)

31. The strategic director of finance and governance notes the recommendations in this report for the further development of the draft social regeneration policy framework and a report back on progress in early 2018.
32. Whilst in itself these recommendations have no direct costs attached, as the council's social regeneration framework continues to develop there will be impacts on council policies, projects and activities. It is important that those activities and projects are included in developing budget proposals and delivered within planned budgets, which may include general fund revenue, housing revenue account, and the council's capital programme including housing investment.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None.		

APPENDICES

No.	Title
Appendix 1	Draft social regeneration policy framework
Appendix 2	Illustrative examples of high-level social regeneration indicators

AUDIT TRAIL

Cabinet Member	Councillors Maisie Anderson, Public Health and Social Regeneration and Councillor Johnson Situ, Business, Culture and Social Regeneration	
Lead Officer	Deborah Collins, Strategic Director of Environment and Social Regeneration Kevin Fenton, Director of Health and Wellbeing	
Report Author	Kevin Fenton, Director of Health and Wellbeing Stephen Gaskell, Head of Chief Executive's Office	
Version	Final	
Dated	7 September 2017	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	7 September 2017	