

Cabinet

Tuesday 20 September 2016

4.00 pm

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

Appendices

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Appendix 1 Ageing Well: Summary report



Vision of an age friendly borough as imagined by participants in the London Bubble and Southwark workshops

Consultation

The consultation went live on the consultation hub on 25/11/2015 and was promoted through various channels such as community groups and events, Facebook and twitter, news paper ads and community outreach. 389 people completed a questionnaire. We spoke to about 610 people in our workshops, focus groups and meetings.



Discussing identity



Pensioners Forum discusses the themes

We used a series of positive images of older people and their lives to encourage people to think about how they could age well and archive images of activity in the borough to encourage people to think about each of the WHO themes.



George 'I am 81 and a half. I think the quality of my life gets better and better. Maybe practice makes perfect'



Stella 'even at my age I still have a lot to offer'

To promote discussion about high streets and transport we used the following:



Borough High Street 1911



Borough High Street 1968

To promote discussion about communication we used these images:



Camberwell library 1890

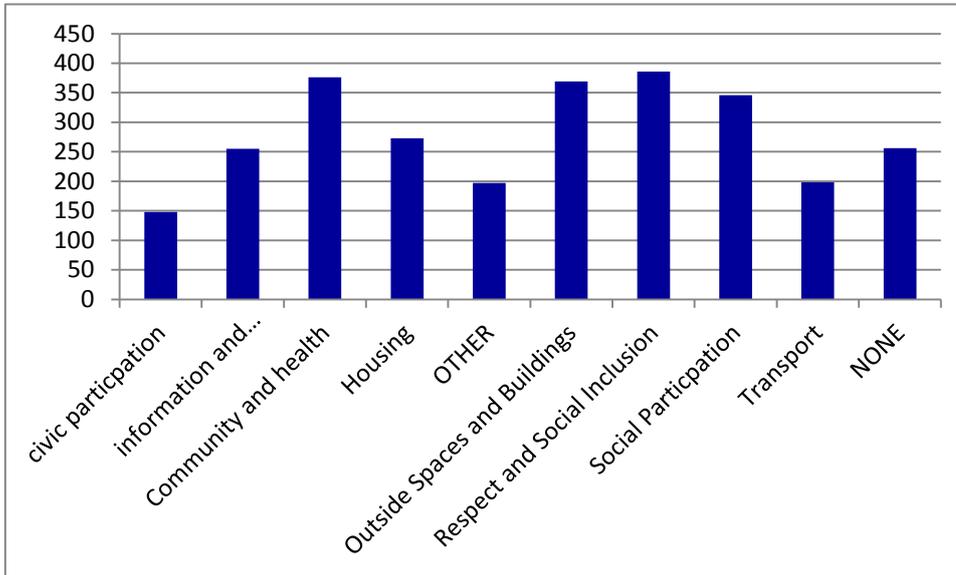


Camberwell library 2015

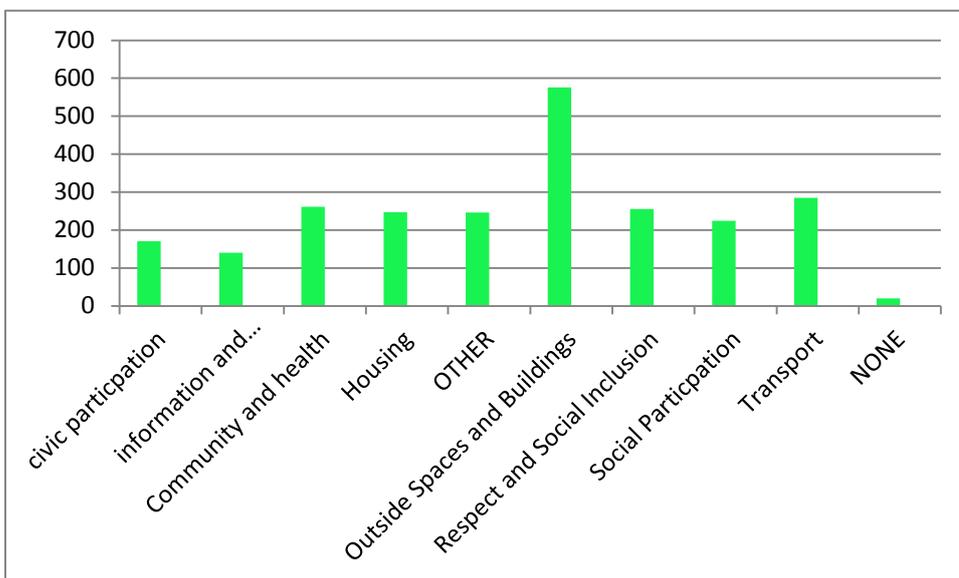
Responses on the consultation hub

The first two questions were open ended and asked people what they thought made Southwark age friendly and what they thought needed to change to make Southwark a more age friendly place. The feedback received has supplemented the qualitative data gathered through the conversations we had with groups throughout the Borough.

What People valued by WHO Theme:

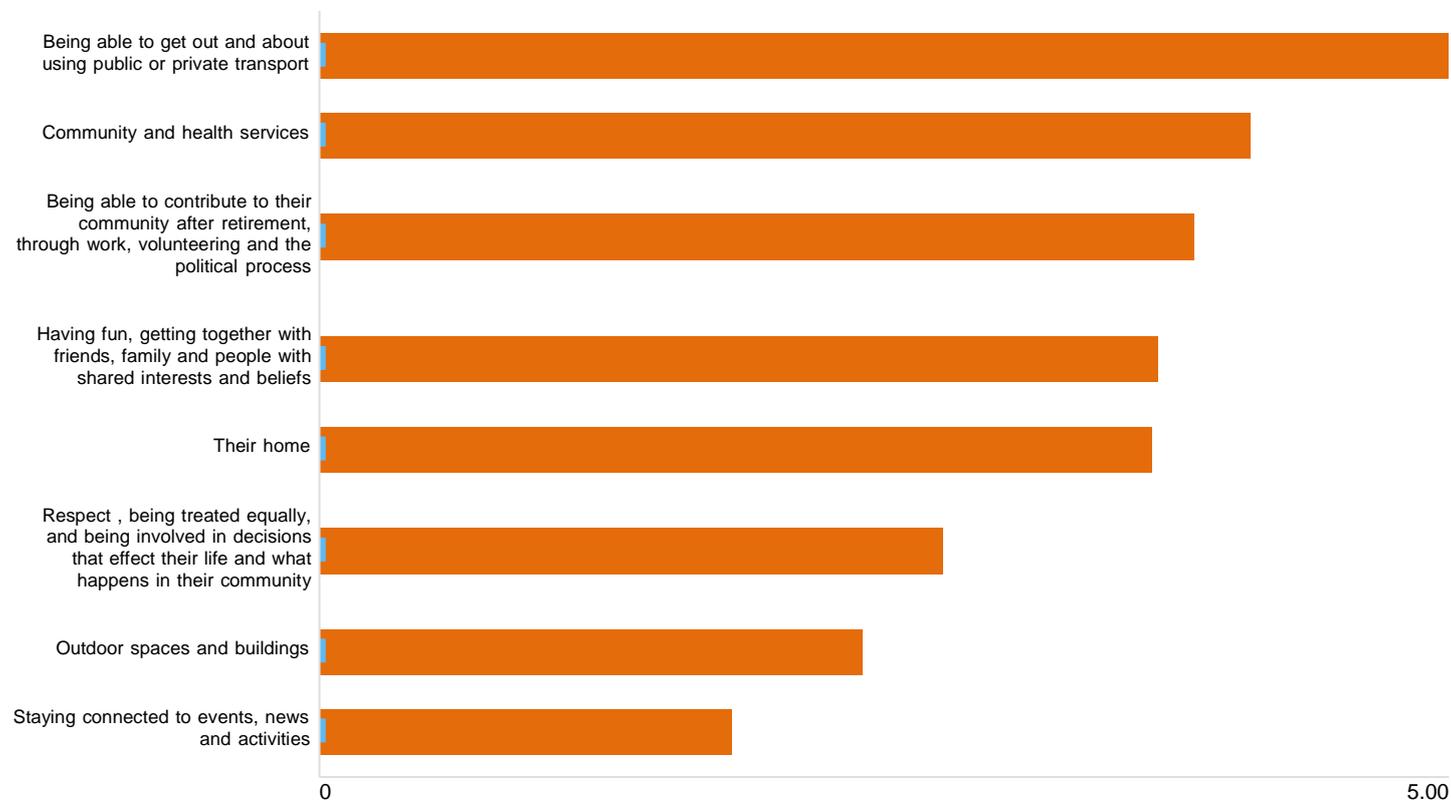


What people felt should be improved by WHO theme:



Thirdly we asked people what do you think has the most impact on people's quality of life as they grow older? Please rank each issue, with 1 having the most impact and 8 the least impact. The table below shows the cumulative totals for each WHO theme.

Ranking of 'Which of the following things do you think have the biggest impact on the quality of people's lives as they age?'



Equalities Information

In addition we asked people a number of questions about themselves so we could be sure that a diverse range of people responded to our survey and can have confidence that the responses we received reflected a range of experiences across the borough. The information below provides a break down of those who completed a questionnaire:

Table of respondents by age:

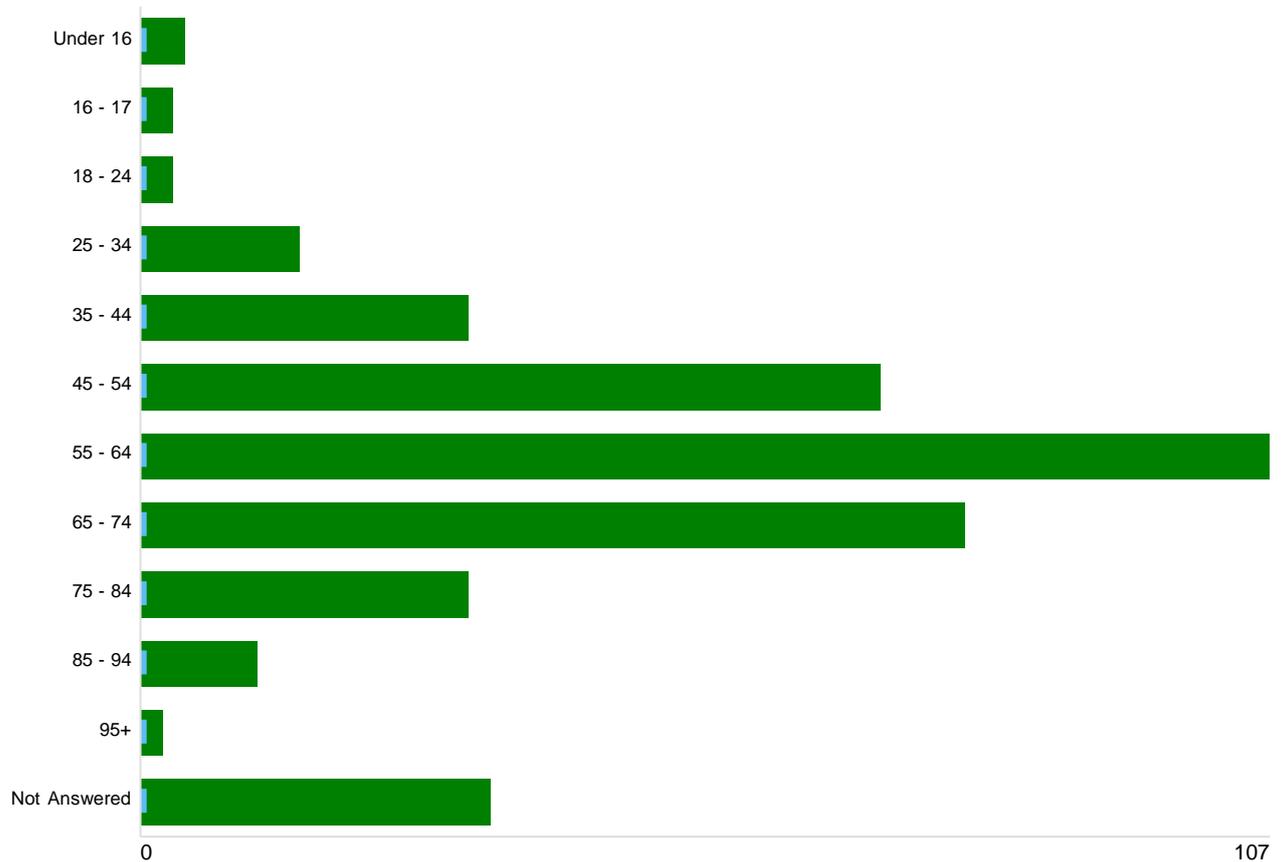
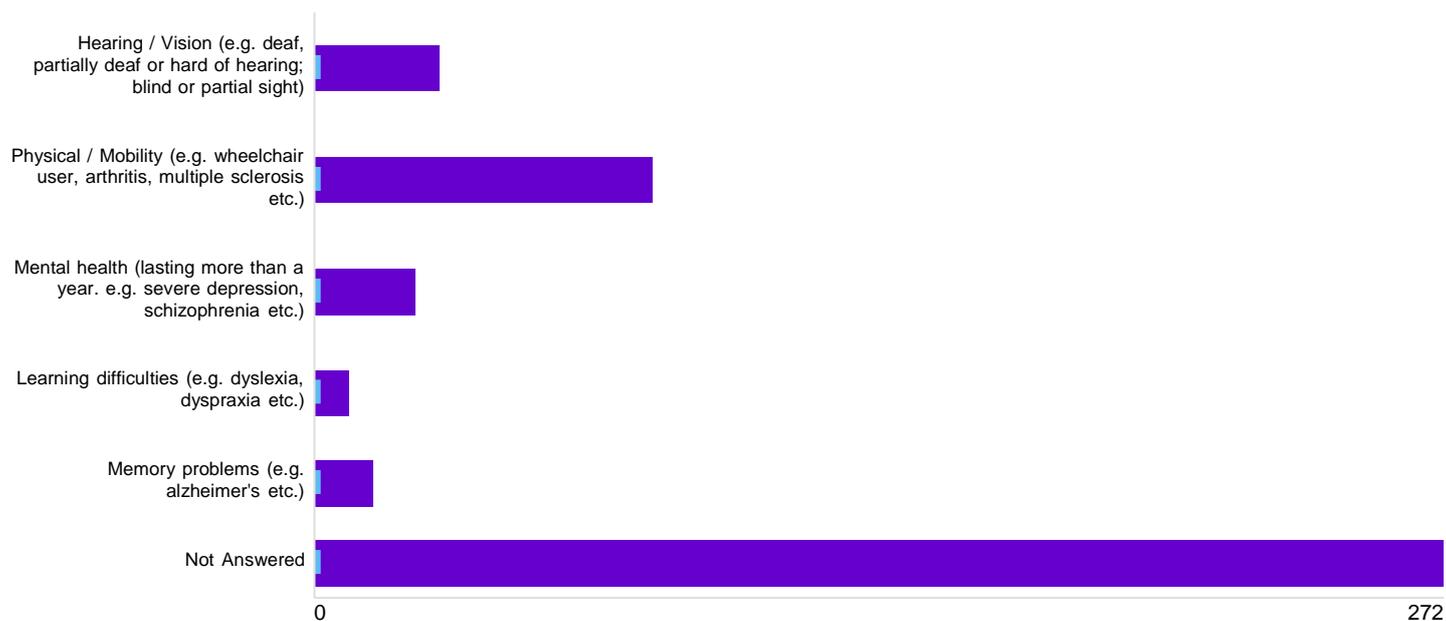


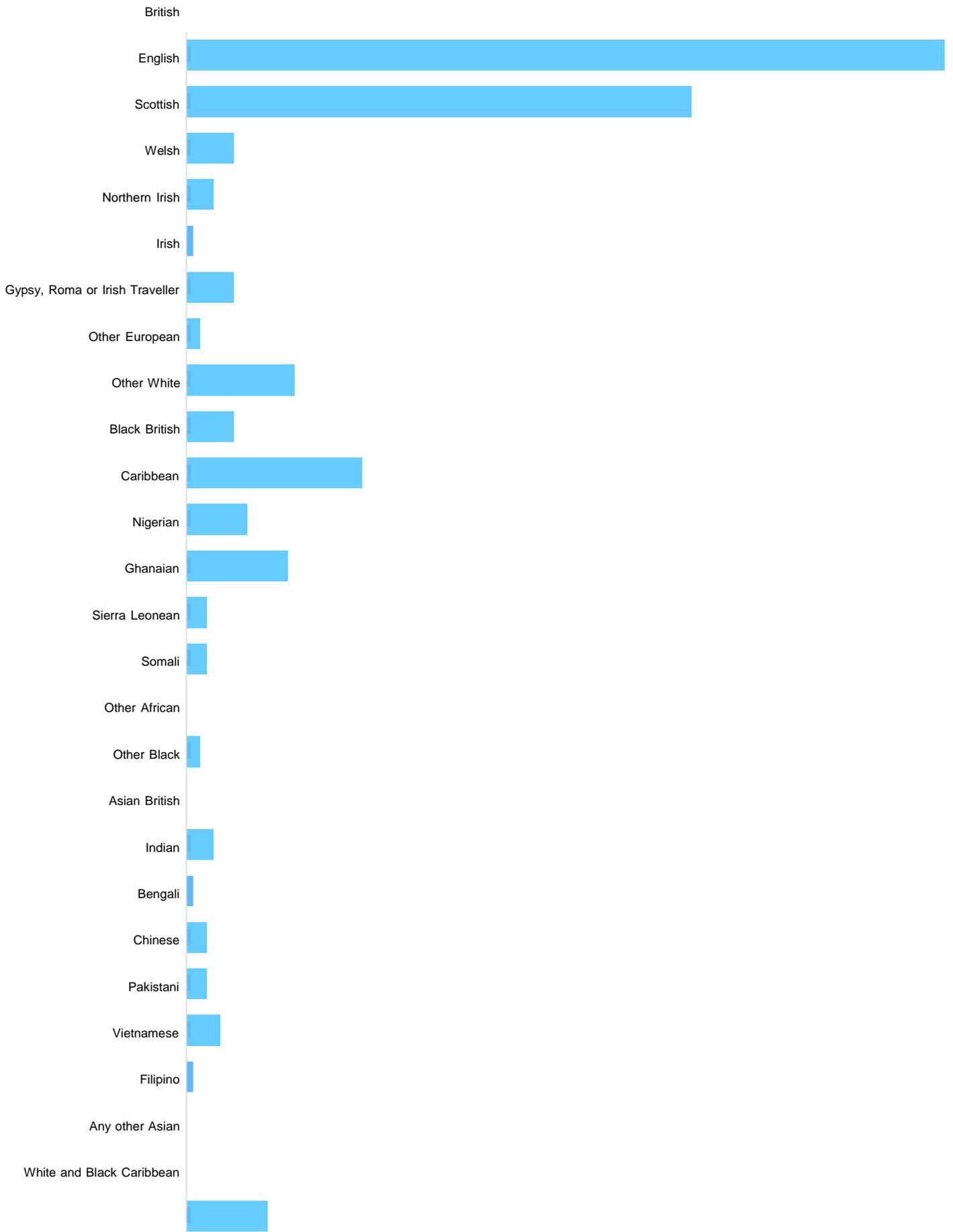
Chart showing how the number of respondents with a disability

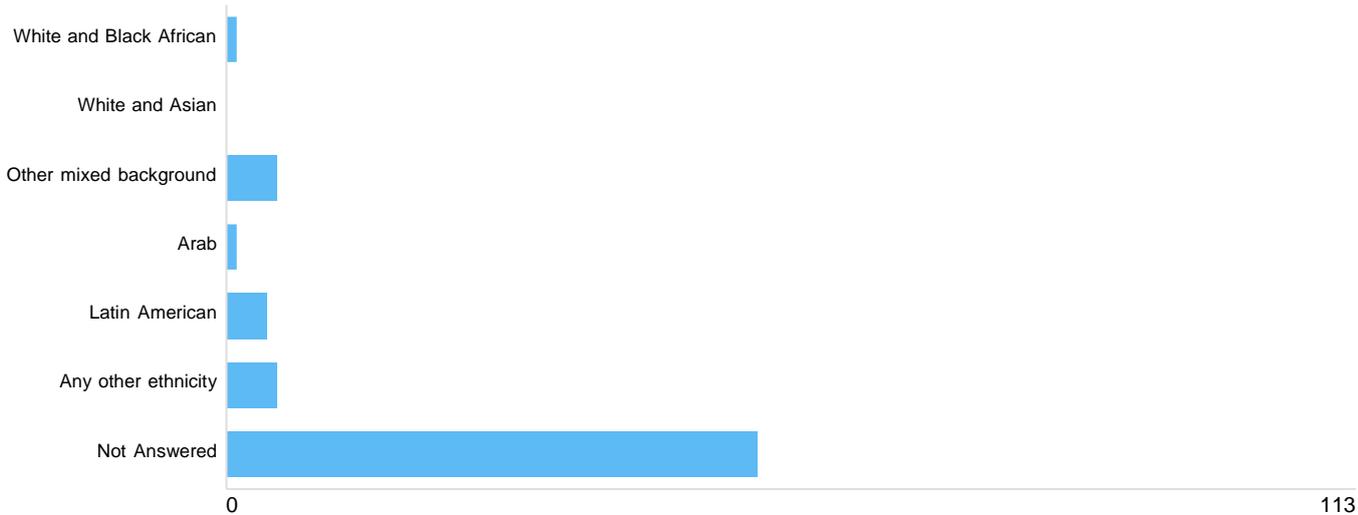


Type of disability



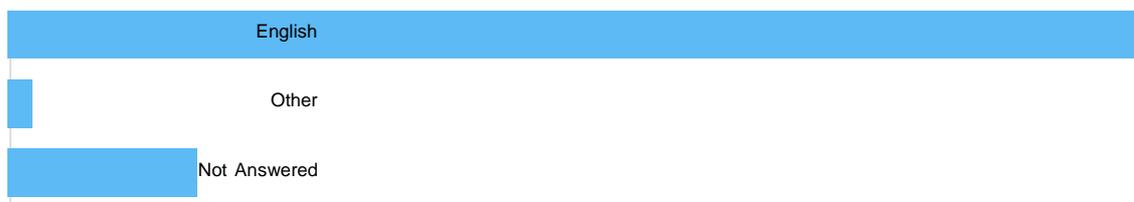
The information below indicates the ethnicity of the people who responded.





Respondents preferred language

Language



Respondents religion or belief



Marriage or civil partnership status

Marriage status



The gender of those that completed the questionnaire is as follows:

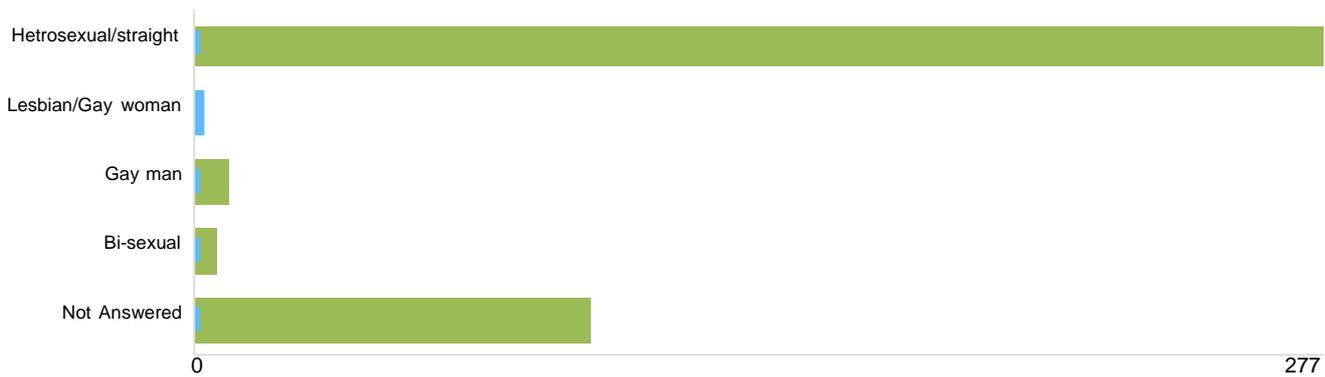


Those that are the same gender as assigned at birth:



Those that are pregnant:







APPENDIX 2

Age Friendly Borough
Community Conversation Workshop
Monday 6th June 2016



Background

Southwark Council confirmed its intention to become an Age Friendly Borough in July 2014 stating “We want you to get the best out of Southwark whatever your age so we will become an age friendly borough, including the delivery of an ethical care charter and an older people’s centre of excellence”. In September 2015 a workshop was held with key stakeholders to “kick start” the programme.

Southwark then launched a community engagement programme in the autumn. This focused upon understanding people’s experiences of the borough in relation to the eight themes that the World Health Organisation has produced as a checklist of essential features:-

- Outdoor spaces and buildings
- Transport
- Housing
- Social participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community and health services.

Following the Community Conversation engagement programme Southwark commissioned The Centre for Policy on Ageing (CPA) to deliver a workshop held on 6th June 2016. The purpose of the work shop was to:

- reflect upon the emergent themes from the engagement programme
- develop creative responses to address these themes
- consider what’s needed to drive ownership of the programme to deliver Southwark becoming an age friendly borough

This report is not intended as merely a write up of the day but also to present the CPA perspective. It draws upon the points, comments and ideas that arose during the workshop to assist the next steps for Southwark to embark upon its Age Friendly programme.

The workshop programme is attached at Appendix 1.

Background & Emergent Themes from the Engagement programme

A dialogue took place early in the workshop programme with Jessica Leech, Resident Participation Coordinator Southwark Council, who gave the background to community

conversations engagement programme and the activity that had taken place since autumn 2015.

The intention was to “tell the story” of the engagement programme process, to draw out the highs and lows, what worked, what were the shortfalls in order to learn from the experience. The themes emerging from the community conversation engagement programme are attached at Appendix 2.

In terms of emergent themes as captured by the programme the issues most often raised were around social participation and social isolation, housing and transport. There was a keen interest in mixing with different age groups and the notion of intergenerational activity.

Jessica and the team reported that many people thought that Southwark did well already, and there was a lot on offer and had many positives to say about the borough. In particular the free swim and gym was praised for facilitating people staying active, and for its universality.

The engagement team had had strong support and involvement from voluntary sector organisations. Jessica emphasised how valuable it had been working with the Voluntary sector groups it had really helped to keep the programme alive and vibrant. There had also been a very receptive and insightful response within sheltered housing.

CPA comments

Although Southwark is clearly committed to developing an Age Friendly Borough the engagement team was limited in its capacity to realise the aspirations indicated at the first workshop.

Although the questionnaires had a good response from residents in their 40s and 50s the focus groups within the engagement programme mainly reflected the current cohort of older people when considering Age Friendly issues.

Also given these limitations it clearly has been challenging to engage and develop an all age perspective that includes the needs of people who work in and visit the borough as well as those who live there.

A rapidly emerging issue as a result of our ageing society is understanding and planning for the interests and needs of older consumers (including tourists) as well as the implications of extended working lives. It is recommended that Southwark work with the local business community to seek to include the implications of an ageing society and promote age friendly aspects within any economic and regeneration strategy.

Emergent Themes from the Engagement programme

The workshop considered the emergent themes from the engagement programme and discussed creative responses to address these themes. The flip chart write ups from the workshop are attached at Appendix 3.

The workshop highlighted several themes underpinning the specific ideas and suggestions for achieving an age friendly environment.

There were already many initiatives provided and undertaken by Southwark Council or within the community that contributed to an age friendly approach. As noted above the engagement programme highlighted comments such as appreciating the free swims and gyms, parks and green spaces are very popular, especially initiatives such as Cooltan; the workshop referred to the various local “big lunches and socials” , the intergenerational IT projects in schools.

There were several other examples of local communities, churches, small neighbourhood level activities that were “under the radar”.

The workshop felt that it was important that although the programme needed to be driven with clear vision and leadership it also needed to nurture involvement, appreciate and incorporate local contributions to a strategic vision.

- It was recommended that the aspiration of becoming an age friendly borough be communicated and give some identity as an ongoing story not just one off events.
- To create some overall strategic framework within which local initiatives can relate.
- It was strongly recommended that existing “age friendly” initiatives (both those provided by Southwark and by local communities) be “mapped and audited” and communicated in a coherent manner within this strategic framework.
- Ensure that people are aware of “what’s on offer already”
- To celebrate and share good practice e.g. the “Dulwich model” – intergenerational IT at local secondary school (Linkage)

The ambition to create an age friendly borough needs to capture the imagination, empower, include and acknowledge the contributions of people at a local neighbourhood level.

- It needs to be “sexy” and celebrate having fun.

There were many references which harked of “reclaiming territory” such as open spaces, exploring the use of parks and open spaces by organisations, multi use and creating opportunities for intergenerational activity. This included “pocket” spaces and green links as well as the large parks.

CPA comments

The workshop discussion focussed upon the need for leadership, vision and an empowering infrastructure. The Local Government Association publication - Ageing: The

Silver Lining refers to the approach adopted by councils who are part of the UK Age Friendly Cities Network see Appendix 4.

Southwark could for example consider drawing upon the “petals” of the WHO eight domains and provide a statement such as ...

- *Making Southwark a great borough to Grow Old in*
- *Older people have an increased healthy life expectancy supported by integrated health and social care services*
- *Southwark is a welcoming borough, accessible to all where older people feel, and are, safe.*
- *Older people are able to access a broad range of affordable and accessible transport options to get about the borough easily*
- *Southwark actively involves older people to deliver housing that meets the needs of an ageing population*
- *No-one is lonely; there are a range of opportunities for people to live healthy, active and fulfilling lives in Southwark*
- *Ageing is promoted positively and older people feel worthwhile and valued as citizens of Southwark*
- *Older people in Southwark actively participate in the borough through education, employment, training and volunteering*
- *In Southwark all older people, their friends family and support networks have easy access to information which makes their lives better*

And then indicate Priorities, for example:

“Whilst we wish to use the WHO audit, and develop the priorities further, but we already know (because older people have told us) that we need to include a focus on”:

- *Tackling Loneliness and Social Isolation*
- *Transport*
- *Housing*
- *Intergenerational Work*
- *Healthy and Active Lives (Exercise, Nutrition)*
- *Information (Inc. Digital Inclusion)*
- *Community Planning and Management*
- *Employment (Inc. Work, Retirement, Volunteering).*
- *Cultural Offer*

The workshop discussion and the emergent themes resonate with the findings and recommendations of current research and policy documents such as Towards the All Age Friendly City.¹ See Appendix 5

Towards the All Age Friendly City looks at the intersection between the World Health Organisation's work on age-friendly cities and UNICEF's work on child-friendly cities. It aims to spot potential conflicts in the design and use of cities by older and younger citizens, as well as understand where these groups of citizens have the same needs and so can use cities in new collaborative ways.

In addition the issues neatly fit with the recently published report by Government Office for Science - The Future of Ageing Foresight Project. This brings together evidence about today's older population, with future trends and projections, to identify the implications for the UK. This evidence will help government to develop the policies needed to adapt to an ageing population.² See Key Findings Appendix 6

For example:-

The All Age Friendly city report highlights

- 1. Designing to enhance the capacity for intergenerational solidarity, · in particular, by building trust between different age groups and by creating opportunities for spontaneous encounters; and
- 2. Designing for the shared mobility and living needs of children, young people and older adults, · in particular, by developing new approaches to public transport, public space and housing.

The report also refers to:-

- Social statistics are usually presented in a format that encourages fear and anxiety.
- A simple strategy for building trust and confidencewas the creation of public interfaces that could share data that was actively positive and encouraging of participation in public spaces.
- The need to re-design public spaces for all-age use in order to create better opportunities for encounter between generations.
- disrupt assumptions and social practices organized around familiar divides between public and private, between domestic, personal and collective living, that can produce habits and practices conducive to loneliness and generational isolation

¹ Towards the all-age-friendly city 01 October 2014

² Future of an ageing population - Government Office for Science - 7 July 2016

The Future of Ageing report refers to:-

- Thinking 'beyond the building' to include the neighbourhood and community. Interventions that improve homes are likely to be less effective without similar improvements in the neighbourhood. The ability to socialise and to access services are particularly important.
- Neighbourhood environments contribute to good health by providing opportunities for exercise.
- Neighbourhoods contribute to wellbeing and quality of life by providing opportunities for contact with nature and social interaction. Access is a key component of this, including availability of seating and toilets, and density of bus stops.
- Neighbourhoods which enable people to access health and social care and local services demonstrate better health outcomes and fewer emergency hospital admissions.

The report also highlights some policy challenges which echo the workshop discussion:-

- Currently, older people are more likely to work from home. Conditions that reduce the ability to work effectively from home, such as lack of high speed broadband access, impact older workers. If care is to be increasingly provided in the home, houses need to be appropriate for that.
- Workers in an ageing population face multiple barriers to fuller and more productive working lives. These include ergonomic and workplace design issues, workplace discrimination, managing caring responsibilities and the availability of work which makes full use of older adult skills.

The Age Friendly Borough Programme process: Next Steps

The workshop considered what might action and activity would assist in the implementation of the Age Friendly Borough programme.

Jessica informed the workshop that the outcome of the community conversation engagement programme was to be reported to Southwark Council Cabinet in October.

Opportunities

1. It was noted that TFL transport guidance was due to be coming out early autumn; it was suggested that as transport had featured strongly in the community conversation programme that it would be advantageous to make early representations to the Mayor's strategy.
2. It was mentioned that if there was to be an extension to the Bakerloo line it was queried whether there was sufficient land to ensure access for all.

3. The next Pensioners Forum meeting will be on transport with an older peoples focus.
4. It was suggested that the Planning Department could undertake to consider and examine Age Friendly planning issues in its next review programme.
5. Similarly a review of Housing Lifetime standards - are they really age friendly?
6. The planned re-generation of the Old Kent Road could be a great opportunity. Could it be an Age Friendly development? It was suggested that TFL could be lobbied to set the Age Friendly standard perhaps an exemplar?
7. If adopting age friendly measures could be inserted into work plans then progress will be monitored and measurable.
8. It was noted that work would commence on the Manifesto next year might this be an opportunity to embed the ethos of an Age Friendly borough. .
9. It was suggested that as part of the procurement process when Southwark invites third parties to tender it could require they indicate how they might deliver on age friendly priorities.
10. Could the council's grant funding have Age Friendly priorities identified as part of their criteria?
11. The Council (and partner organisations) need to approach age friendly status as an equal opportunities issue and adopt a "rights based approach".
12. It was suggested that HR Departments undertake a review of polices and practice to seek to become role models with other businesses and organisations for recruiting and retaining older employees.

Conclusion

The community conversation engagement programme has highlighted a wide range of issues and points and the workshops have offered a number of creative suggestions to advance the age friendly programme. However it's acknowledged that it's necessary for those with the responsibility and resources to own and take the decisions to implement these actions, otherwise it's simply a wish list.

It has been made clear from the outset that becoming an age friendly borough is neither solely the council's responsibility nor within its capacity to achieve; it will be achieved

by a multi stakeholder commitment and in particular communicating how residents of Southwark may play a part.

CPA recommendations:-

1. There is clearly expressed political commitment for Southwark to become an Age Friendly Borough, however in order to drive the programme there needs to be explicit ownership at senior officer level.
2. The programme should be to be owned corporately (not seen as simply adult social care).
3. CPA would strongly urge the establishment of multi stakeholder reference group for the programme.
4. That an overall strategic vision and framework be developed and an indicative time frame introduced.
5. The programme needs to be incorporated as a “strategic fit” within other communications, policies and plans.
6. The programme should be developed in partnership and with the inclusion of not just older people but a wide range of interested parties and age groups.
7. The programme should seek to adopt a life course and all age friendly approach.
8. In addition to include a wide view of Southwark – residents, people who travel to work in the borough as well as visitors and tourists.
9. That Southwark work with the local business community to seek to include the implications of an ageing society and promote age friendly aspects within any economic and regeneration strategy.

Appendix 1.**Programme**

9.30	Arrival
	Coffee & exchange our Age Friendly “conversations”.
10.00	Welcome
	Councillor Richard Livingstone
10.05	Outline for the day
10.15	Background & Emergent Themes from the Engagement programme
	Community engagement programme Next steps
12.00	Scenarios – data and provocations
12.15- 12.45pm	Lunch
12.45pm	Creative responses to address these themes
2.45pm	The Age Friendly Borough Programme process
3.45	Conclusion & Close

Appendix 2.

Age Friendly Borough

Themes emerging from the community conversation engagement programme

Social Participation

- Opportunities for social interaction and getting together with others
- enjoying yourself was seen as a priority and
- wider recognition that isolation and loneliness were key challenges as people age more so now as family structures and patterns, working lives, and living longer have all had an impact on proximity and close and supportive networks.
- Regeneration trends in Southwark are seen as further entrenching some of these negative impacts.
- Desired getting together was both with people 'like me' not just about similar age but similar circumstances or shared interests but also with younger people.
- There is a sense that there is a real disconnect between young and old and that this needed to change to develop a healthier and safer community.
- early intervention seen as critical to supporting people stay healthy – how does this get priority?
- how do you encourage people to participate when they have already lost confidence due to loneliness, or may never been that sociable.
- careful to distinguish between someone feeling lonely and someone being isolated/unconnected
- How do we make sure that enough variety is offered to appeal to most
- Closing of bingo halls has had a negative impact on health, not walking there, not getting fresh air, not seeing friends, not socialising = isolation

Housing

- social renting offered more choice and opportunities to adapt your housing to meet changing needs as you age – such as SHUs, downsizing, adapting premises, moving to ground floor and disabled units, also that renters even if in same home for 40 years do not view home as a legacy and therefore better placed to let go.
- Few choices for older homeowners especially those who asset rich and cash poor
- All homes need to be flexible so they can be adapted to a range of needs as you age
- A range of practical ideas have emerged such as positioning of sockets and cupboards counter heights and provision of showers as well as baths wet rooms in all homes so they remain flexible and offer on going choice no ceiling lights so light bulbs can be changed also new smart homes need simple control to facilitate their optimum use by older people who less intuitive about smart technology
- Maintaining as much independence as possible for as long as possible not just about being in home that brought family up in but about being able to look after yourself for as long as possible self esteem not infantilising remaining useful or not being useless
- In Southwark there is real concern about how trends in housing has left behind older poorer households in council homes (renting and owning) while family networks are unable to remain in the area and offer support especially so in the North where there is greatest increase in property prices in traditional working class areas – the affordability challenge.
- In areas where there has been greatest development the community that moves in is often very different (and all at once) with different working patterns this has an impact on social networks and informal support that can contribute to pockets of isolation – how do we meet this challenge?
- Is there enough nursing home capacity to cope with an ageing population?

Transport:

- Buses main focus – reflecting the transport use of most of the people.
- Tilting, not moving until people seated,
- clear information provided at stops recognise that not all have smart phones.
- Dial a ride a service delivered at service convenience rather than customer?
- wasteful of resource - mini bus with one passenger.?
- Seating at bus stop

Respect

- Rather than respect and lack of discrimination - the issue here was around
- manners or social behaviours especially in informal contexts and public spaces.
- Noticing caring politeness and courtesy all came up.
- staff talked down to them on the phone (“he spoke to me like a child”),

Civic Participation

- political participation by older people not seen as an issue,
- needed stronger recognition of the role older people play in creating thriving communities and supporting the active participation of the next generation

Outdoor spaces and buildings

- Wider pavements so that paths wide enough for many uses -
- busy places become less intimidating space for people to move around each other.
- Much more seating, access to toilets, challenge in some popular high streets such as Rye Lane, how public realm is used by others e.g. shop keepers using pavements e.g. Rye lane again.
- Be imaginative about how you get to places
- how about motorised shoppers in key spots such as stations (like Boris Bikes)
- People love parks and again places to sit out not just bigger parks but small greens and on our estates valuable. Play areas not big fences saying not for you but smaller to demark space protect young children, encourage informal exchange cross generations.
- Fear of going into parks on own
- Importance of outdoor and green space to well being;
- being able to sit out/ nurture something
- no pets rules in some types of accommodation can deprive people of something to care for
- Defensible space and protection of privacy seen as important even more so if places are part of general public thoroughfares.

Communication and Information

- 'I feel so left out because I struggle to make the most of online opportunities'. Recognition that so much going on but that people don't know about it. This group most likely not to be online but also least well able to navigate through web based information gathering and shopping around.
- Many of the ideas about what should happen are already in place so there is a communication failure.
- Many of the issues about communication impact other communities because of visual impairment hearing loss, may be pre-existing like limited literacy, poor English skills but likely that ageing will create or compound some of these challenges.
- Better channels for getting the message out and integrating who knows and how this is passed on.

Community and Health

- System is complicated and difficult to find your way around
- Hospital and community prescriptions are confusing
- Pharmacists could feedback to GPs when prescriptions have been picked up so GPs are aware when people are/ are not collecting medication.
- Good experience at GSTT- cataracts surgery, saw optician and 3- 4 months later had successful cataracts surgery
- People worry about their pets when they go into hospital
- District nursing –timeframe for visits is too broad – they say they will visit between 8am and 8pm – therefore person is housebound all day waiting for the district nurse – should give a two hour slot either in the morning or afternoon so people can go out at some point.
- Retirement – ensuring people have information about health services and staying healthy in retirement – list of things to do in day times to keep healthy e.g. Silverfit.
- Long wait at GP practice waiting for appointment in waiting room
- Podiatry- need to use this service regularly

Appendix 3.

Flip Chart write -ups

Transport

1. Information from oyster – freedom passes – why are you not using your freedom pass?
2. How do you travel today?
3. Public toilets
4. Timing of use
5. Badge “please let me sit”
6. People giving up cars – public transport – transition training
7. Schedule dial a ride as organisation to improve service - review
Fit for purpose
Flexibility
Frailer folks/independence
8. People self organise transport
9. Join a campaign
10. Not just vehicle – but a companion
11. Training bus drivers – slow movement time to be considerate
12. Audit bus routes – Nunhead/Surrey Docks – no night service
13. Seats at bus stops
14. Promote off road walking
15. Reduce rates on bike hire – freedom pass
16. Develop scooterability – drop kerbs
17. Visitor car parking at SHUs
18. Taxi card – better than was -front door/ afford

Housing

1. Planning design review - are they age friendly?
2. Lifetime standards - are they really age friendly?
3. Research individual life styles to gain knowledge (ref : Diary idea - “day in the life” council tenants) how people live – data base for planners
4. Independent living – emergency call system
5. Private downsizing
6. Audit lift provision
7. SHU internal moves
8. Affordability

9. Adequate residential /nursing care
10. Home Care rules
11. Involving people in life time design (don't leave to architects)
12. Intergenerational (Darwin Court)
13. Green in between set in green – not concrete jungles
14. Life time design with people
15. Flexibility – important people think ahead
16. Online bidding barriers for some
17. Homecare & adaptability co-design of where they live
18. Retro fitting – developers encouraged to follow age friendly standards – aim independent living
19. Research project – Build call system into new houses to lower cost when need it
20. Home share – home setting more work compatible
21. Smart design for all generations

Open spaces

1. Seats and loos – priority
2. Outdoor gyms near other activity important
3. Door step places – pocket parks – imaginative uses of premises for loos
4. Seating/toilets - lighting in parks
5. Need to make it “acceptable” to be “out on our own”. Need no reason to walk in park
6. How do organisations get to use space like parks for things?
7. Create places for personal use
8. More consultation re open spaces and development – active listening
9. Green links – e.g. Cooltan Arts great
10. Quality important too
11. Not keep places as for certain “groups” e.g. fences around play areas
12. Safer than they were – do people know?
13. Gardening clubs
14. How to encourage use?
15. Professionals need to listen - to actively listen to local experiences of transport and green spaces
16. Health and well being benefits - highlight
17. Green links and routes permability (Cooltan - John Constable)
18. Elephant and castle trees - planning local intelligence

Civic Participation & Employment

1. Cross cutting not just about older people
2. Bridge acting especially schools – intergenerational work funded
3. Shows the same – skill share mutuality

4. Older people listened more than younger people so ideas about dis-empowered older people didn't ring true
5. Silver pound has value
6. How to bring people into the process
7. Finding out about opportunities & best places to go – match making bureau
8. Resources skills mentoring
9. Age friendly apprenticeships % for over 50s
10. Volunteering as a route to work/change working life direction
11. Look at retention and recruitment of staff
12. Business community what can they do to tackle underemployment of older workers work through LEP (note Hub around age and enterprise - Big local).
13. Promote the benefits
14. Intergenerational opportunities need to encourage
15. Bridging intergenerational gap is a key issue – neighbourhood fund to prioritise intergenerational activity
16. School visits /involvement
17. Skills exchange means to an end valuing each other's contributions - valuing own contribution - confidence - problem-teenagers mentoring
18. Older people, retirees have more time...

Communication Information

1. Open non digital channels
2. Slow down step change
3. Appropriate support for people to become digital
4. Make digital technology more accessible
5. Free wifi access city based
6. Improve flow of information between groups
7. Language barriers including visual & hearing
8. Map assets – what's on in Southwark life
9. Need people how manage info
10. Multi channels to talk to people
11. Technology also offers opportunities
12. Trusted point of contact build this network
13. Improve & educate at libraries & community centres
14. Should be non digital alternative always
15. Need process for good flow of information
16. Elderly people need central point of information - need access to what's happening around the borough
17. Buddy system – IT – going out socialising – info/interests/company
18. Costs of digital access for the elderly ££££ expenses – computer – broad band more bills

Social Participation + Inclusion + Respect

1. Consult more - feed back
2. Dulwich model – intergenerational IT at local secondary school (Linkage)
3. Southwark “Time Out” - good information on what’s on where and when
4. Do you know what is going on? Do you feel welcome? Promote things like the Bi Lunch.
5. Activities is there a cost i.e. can you get there?
6. Church vital for support – TRAs & TMOs halls use space as hubs prevent capture on your door step
7. Transport really important to different types of activity same needs different ages – same needs different tastes – over 50 not one age group
8. Befriending services
9. Night time activities
10. Health benefits of going out and about having fun
11. Need to up-game on consultation/transport regeneration
12. Show people you are interested in their views and listening to their wants/needs
Action
13. Feedback to those that you’ve consulted with
14. Need to include element of integration/diversity in funding applications

Appendix 4.

The Local Government Association publication - Ageing: The Silver Lining

“Becoming ‘age friendly’ is about adopting a particular ‘lens’ through which to view policies and services. It is a way of focussing attention on the issues of particular relevance to older people. Given the huge demographic shift that is taking place and the other changes within this group, it is appropriate to consider their needs, assets and circumstances in quite some detail. That is what adopting an ‘ageing lens’ allows councils to do. As with any lens, it provides a much clearer and more detailed picture.

At local government level there is significant scope for action to promote an age friendly perspective. The approach adopted by councils who are part of the UK Age Friendly Cities Network include the following characteristics:

1. **Strategic** – the recognition that this is a longer term issue which requires a longer term vision and horizon.
2. **Holistic** – addresses the full range of life areas that are important to older people, beyond social care. All aspects can be made to work together in a more effective virtual cycle if well considered.
3. **Undertaken in partnership** – the contribution of stakeholders is cultivated given the pressure on resources.
4. **Demonstrate leadership and influence** – they build on their democratic mandate to develop a narrative for the locality about this agenda in order to influence the behaviours of other key stakeholders such as the voluntary and community sectors (including faith groups)
5. **Customer focused** – they have well developed structures for the involving and co-producing with older people.
6. **Citizenship and Asset based approach**– they recognise the civic rights of older people and value the contribution they make. These types of actions provide the strongest foundation upon which to build a strategy to prepare for an ageing society.”³

³ *Ageing: the silver lining: The opportunities and challenges of an ageing society for local government* 25 June 2015

Appendix 5.

Towards the All Age Friendly City

The All-Age-Friendly City is a city that takes into account the needs and interests of all generations in its democratic processes, planning and design. It is characterised by:

- Representation and voice of children, young people and senior citizens in democratic processes and citizenship while recognising the heterogeneity of these groups
- The experience and perception of safety in the city, including physical, economic and psychological safety, for children, young people and senior citizens
- A sense of ownership of the city, in particular its public spaces, and feelings of belonging, being considered and being welcome in these spaces
- A walkable city, supported by high quality, accessible and low cost transport systems, that encourages mobility and participation in public life
- Integrated planning processes and service design that consider and encourage beneficial opportunities for interactions between children, young people and older adults in all areas of education, health, family and civic life

The All-Age-Friendly City is an achievable dream. The needs and interests of children, young people and older adults are often complementary. Designing city infrastructure, housing, transport and digital resources with these shared needs and interests in mind would clearly bring significant benefits and, likely, significant cost savings. Campaigning for the rights of children and older adults through the Child-friendly and Age-friendly city movements has to continue. What we hope we have done, however, is to identify that these movements have much in common.

Appendix 6.

Future of an Ageing Population - Key Findings

Working lives

The proportion of the working age population aged between 50 and the state pension age (SPA) will increase from 26% in 2012 to 35% in 2050 – an increase of approximately 8 million people. This is the result of increases to the SPA, as well as the so called ‘baby boomers’ reaching this age band. The productivity and economic success of the UK will therefore be increasingly tied to the productivity and success of its ageing workforce. Encouraging older people to remain in work will help society to support growing numbers of dependents, while providing individuals with the financial and mental resources needed for longer periods of retirement. The employment rate currently declines from 86% for 50 year olds, to 65% for 60 year olds and 31% for 65 year olds. Priority areas include:

- Supporting the ageing population to lead fuller and longer working lives. This means examining the factors that are causing employment rates at older ages to vary across the population.
- Adaptations to the workplace. These include addressing negative attitudes to older workers (see box A) and health needs, improving workplace design, encouraging access to new technologies, and adaptation of human resources policies and working practices.
- Ensuring individuals re-skill throughout their life time. As working lives lengthen, and the workplace undergoes major changes, job-related training will become almost as important to people in mid-life as at the beginning of their career. This will require the UK to move towards a model where training and re-skilling opportunities are available throughout people’s careers.

Lifelong learning

Lifelong learning has a number of benefits alongside those related to work. Many kinds of learning boost mental capital, which in turn increases individual resilience in later life. There are positive effects of learning on both physical and mental health, improving wellbeing and reducing pressures on family and community resources and services.

Despite this, 40% of 55 to 64 year olds have undertaken no formal training or education since leaving school. Priorities include:

- Addressing falling participation in lifelong education and training. Older workers are currently less likely than younger workers to receive workplace training or participate in learning, and there are differences in participation across different socio-economic groups, genders and ethnicities. Improving participation in learning could enhance later life working and productivity and build mental capital and resilience.
- Addressing barriers to later life learning. There are significant benefits to moving away from a model where education only happens at the beginning of a person's lifetime. The principle challenges may be cost and who is responsible for paying. Others include attitudes (amongst learning providers, employers and older people) and personal circumstances, such as lack of time, work and family commitments.
- Specific focus on technological and financial skills through life. These skills are important for an ageing population, with benefits for retirement planning, work, connectivity and health. Older age groups generally experience greater barriers to developing and retaining digital and technological skills. While future older people will benefit from the technological skills they develop during their lifetime, it is less clear whether they too will be able to use future emerging technologies.

Housing and neighbourhoods

By 2037 there are projected to be 1.42 million more households headed by someone aged 85 or over – an increase of 161% over 25 years. Suitable housing can maximise the ageing population's positive contribution to the success and resilience of the UK, while unsuitable housing is the source of multiple problems and costs. Poor housing creates hazards that cost the NHS an estimated £2.5 billion per year (across all ages), comparable with the cost of physical inactivity (£1 billion) and alcohol abuse (£3.2 billion). Future homes will have an even greater effect on health and wellbeing as technologies develop that mean they are increasingly used as places of work and care. Priorities include:

- Ensuring there is appropriate housing. Demand for housing that meets the needs of older people will increase as the population ages. Adapting existing housing stock to meet this demand is critical as even by 2050 the majority of housing will have been built before 2000. Ensuring new housing can adapt to people's changing needs as they age will also be important, reducing demand on health and care services and enabling people to work flexibly and for longer.
- Thinking 'beyond the building' to include the neighbourhood and community. Interventions that improve homes are likely to be less effective without similar improvements in the neighbourhood. The ability to socialise and to access services are particularly important.

- Preparing for the impact of variable home ownership rates. Housing can be a financial asset, providing financial security, a source of funding for care and being passed on as an inheritance. However, housing can also represent a significant financial burden if individuals still have large mortgages or rent when they enter retirement. Home ownership rates currently vary widely across regions, socio-economic groups and birth cohorts.

A central role for families

Families are a central component of the drivers and implications of population ageing. Family decisions regulate the number of children born, and families are responsible for transferring money and support between the generations. Families also play a major role in providing care – 73% of disabled people over 65 receive some care from a spouse or other family members. The ageing population, alongside a major increase in the diversity of family types, is likely to change the role of families, and challenge policies that rely on them. Priorities include:

- Understanding the impact of increasingly diverse family types on policy, especially adult social care. In parallel to ageing, the structure of UK families is becoming increasingly diverse. For example, the number of lone parent households increased over the past decade from 2.7 to 3.0 million, a growth of 11%. There is limited understanding of the impacts this trend will have, especially on the future provision of unpaid care.
- Responding to smaller and more ‘vertical’ family units. Families are experiencing a process of ‘verticalisation’ where more generations are alive simultaneously. This provides a number of opportunities, particularly for increasing the positive contribution of grandparents, but it may also increase the pressure on individuals to care for dependents for longer periods of time.
- Considering policies’ effects on the whole life course and understanding the dependencies between generations. Policy that impacts on younger adult life, such as when adults are caring for young children, will impact on later life experiences and need for support, for example by affecting an individual’s ability to save for retirement. It is especially important to understand the gender dimension of inter-generational issues – for example unpaid caring responsibilities currently predominantly fall on women.

Health and care systems

Ageing will increase the total amount of ill-health and disability in the population. There will be an accompanying change in the nature of ill-health, with a relative shift away from acute illness towards chronic conditions, multimorbidities, cognitive impairments

and long-term frailty. In parallel, families and communities will play an increasing role in providing care services.

Priorities include:

- Adapting health and care systems to meet changing demand. In particular, future health and care costs can be reduced and resources better used by interventions which prevent and manage chronic conditions, and provide individuals with the tools to take more responsibility for their health.
- Supporting family and other unpaid carers. Between 2007 and 2032, the number of people aged 65 and over who require unpaid care is projected to have grown by more than one million. Supporting these unpaid carers to balance other competing responsibilities, particularly work, will help meet the increasing demand for unpaid carers.
- Capitalising on the opportunities from new technologies. Assistive technologies, home-based health monitoring equipment and smart use of big data all have the potential to change care in the home and community, reducing national health and care spending and improving wellbeing. Capitalising on these opportunities will require action to address the barriers to uptake of these technologies, and sensitivity to public concerns on privacy.

Social, physical and technological connectivity

Connectivity – the ability to use technology, access services, travel easily and socialise – will be particularly important as the population ages. Levels of connectivity can determine work, education, health and care outcomes. Beyond the ability to physically travel, new technologies and digital tools have an increasingly important effect on a person’s ability to interact with the world around them. Barriers to physical and virtual connectivity create issues for individuals and society. Priorities include:

- Responding to the transport needs of different age groups. For people aged 70 and over, the primary challenge is maintaining physical connectivity. For the population as a whole it is important to ensure that transport options are as appropriate as possible for their physical, cognitive and financial needs. This is particularly the case for those older adults who are now extending their working lives. Other issues include the growing population of older people in rural and semi-rural areas, and the reliance on cars in areas with limited public transport options.
- Successfully designing the built environment. A well-designed built environment can maximise the physical mobility of older people, leading to increased activity levels, better health, and improved quality of life for a full range of users.
- Addressing barriers to technology use. Technology can improve connectivity, address health, work and care challenges, and help people unlock the potential benefits of living

longer. Barriers include a lack of skills and access, cost, and older people's assumptions about technology's usefulness and affordability.

Southwark Prevent Partnership Delivery Plan

2016-2017

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1. Introduction

The Counter Terrorism and Security Act 2015 received Royal Assent on 12 February 2015 and created a statutory requirement for specified authorities to prevent and support vulnerable people being drawn into terrorism. This includes local authorities, schools, prisons, health and social care services, police, and educational establishments.

The London borough of Southwark has been identified by the Home Office as one of the national priority areas for Prevent delivery. This helps local areas target resources and activities proportionately to reduce the risks associated with extremism and radicalisation within the framework of the central government Prevent Strategy 2011.

Southwark will deliver its 'Prevent' aspirations and obligations through the prism of community capacity and safeguarding and the local authorities legal obligations through the 2015 act will be delivered through the Southwark Implementation Plan.

The Home Office is responsible for the overall UK counter terrorism strategy which is known as CONTEST this consists of four key strands:

- *Pursue*: to stop terrorist attacks;
- *Protect*: to strengthen our protection against a terrorist attack;
- *Prepare*: to mitigate the impact of a terrorist attack;
- *Prevent*: to stop people becoming terrorists or supporting terrorism;

The Prevent strand is unique as it operates in the non-criminal space. The principal aim is to support and build resilience of individuals and organisations that may be vulnerable to extremism and terrorism. In order to achieve this, the Government has set out three key objectives in its Prevent Strategy 2011. This includes;

- Challenging the ideology that supports terrorism
- Supporting vulnerable people
- Supporting sectors and institutions where there are risks of radicalisation

The Government has also developed a definition of extremism which is *‘a vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. We also include in our definition of extremism calls for the death of members of our armed forces, whether in this country or overseas.’*

The Prevent agenda also crosses wider adult and children safeguarding agendas particularly in respect to issues regarding vulnerable individuals. The Home Office provides Prevent priority areas as well as supported areas with funding to support a localised Prevent delivery programme. Southwark will also receive funding from the Home Office to deliver key projects.

The Prevent delivery plan will seek to deliver a range of objectives, sanctioned and reported to the Safer Southwark Partnership. The previous Safer Southwark Partnership Rolling Action Plan and the relevant plans and strategies of the Safeguarding Adults and Children’s Boards. The SSP identified a range of activities and targets across the partnership, linked to thematic priorities:

- Reducing harm (including the harm caused by anti social behaviour)
- Reducing offending
- Reducing substance misuse
- Building sustainable community capacity and public confidence

The Prevent delivery plan will seek to contribute to these overall targets.

2. Demographic summary

Southwark has a resident population of over 293 thousand, spread over 21 wards, some of which are some of the most deprived areas in London.

The population is predicted to rise substantially over the next 10 years adding to the effect of an already dense population. The borough is racially diverse with 60% of its residents identifying as an ethnic minority. About one third of all its residents were not born in the UK and at the rate of migration into the borough, this could well increase.

In common with some other London boroughs, the population experiences a high resident turnover which can sometimes present challenges for community cohesion and the delivery of services. In addition, Southwark has a larger than average population of young people aged 20 - 39 years of age.

Further detail is available at www.southwark.gov.uk/JSNA

3. Local analysis of threats and vulnerabilities

The risks, threats and vulnerabilities of extremism and terrorism are based on a number of assessments which include the Counter Terrorism Local Profile (CTLP). Local assessments such as the Community Safety plan, local research and consultation with key vulnerable sections of the community and other key anecdotal evidence also help to build a richer picture of the extremist threat. This contributes to the development of a targeted partnership response of the identified issues gleaned from these assessments.

Staff and partners working with Southwark council will regularly review the local threat picture and take into account, wherever possible, evidence from the community.

The Prevent strategy is there to address the risks associated with all forms of extremism, but the risks in Southwark will, to a certain extent reflect the national risks and at the current time that can be summarised as those presented by the ideology of violent, politically driven 'Islamic' groups such as the 'ISIS'/'Daesh' terrorist group.

Southwark Prevent staff are also conscious that there is little 'overt' expressions of extreme right wing extremism, but these issues have to be carefully monitored to ensure that individual incidents do not get lost within the various recording systems and we continually monitor reports to accurately assess the risks presented by this.

Local Extremism issues

Overall, Southwark has some very specific issues in relation to overt extremist activity and there are some opportunities to respond to that through a range of reliable preventive measures which are aimed at reducing the impact of this activity, not only to vulnerable individuals but to the wider public.

Southwark have a recent history in relation to dawah stalls or leafleting in public spaces. It is believed that some people involved in this activity support an extreme adoption of political Islam and target young people from the borough. This activity is apparent in the Elephant and Castle, and Peckham Rye areas, although in common with other areas of London, this could move quickly to other parts of the borough.

At the moment, there is increased resilience within local Muslim organisations and mosques who deny extremist speakers platforms within their premises and certainly would not condone this behaviour. This is encouraging and could be a reflection of increased trust and mosque management through the work achieved by Prevent focused Police and council staff.

Faith based institutions in the borough are seen as a community resource and wherever possible, we will support them to improve their management and levels of good governance.

The UK is now seeing both individuals and family groups attempting to travel to the Middle East to support terrorist groups but also the return of similar individuals to the country where they can present a risk due to their radicalisation and terrorist training.

Southwark has not experienced a history of its residents travelling to Syria or other countries affected by recent conflict, but we are sensitive to this possibility and the fact that much of its propaganda both on line and espoused by local groups will be targeted at young people.

Previous London wide contact with Muslim communities suggest that there are general concerns that young people are easily attracted to the propaganda published by ISIS and communities are concerned that parents lack the tools to challenge them. A growing issue for parents is the widening relationships between them and their children. This is a vulnerability that groups like ISIS will seize as a way to mobilise young people believing that their allegiance is with the aims of ISIS ideology and not with their families who are considered apostates or not true believers.

Our approach to preventative safeguarding measures will recognise that and be delivered to reduce this risk wherever possible.

The Prevent partners also recognise the special role that educational institutions can have in supporting young people through their safeguarding role. The Counter Terrorism and Security Act defined them as 'specified authorities'. Consequently they will have legal obligations to fulfill a role within the assessment of risk in their premises, and the way that they guide staff in recognising the factors for vulnerability within their pupil groups.

There is a general recognition that schools can play a role in the forefront of the Prevent strategy and we will support them to deliver a proportionate response to this through this delivery plan and the Southwark Implementation Plan.

Lastly, we recognise that work will be required to ensure that joint Health or clinical commissioning groups will need support to ensure that preventative opportunities are 'built in' to their delivery and those services that have a diagnosis, caring or risk assessing role know how to seek advice or make appropriate referrals when an extremism risk is identified.

In summary the key issues that require focus for Southwark include:

- The ideology that can draw vulnerable individuals to travel to training camps in the middle east and other areas of conflict which may result in armed participation against the military, civilian and infrastructure attacks both abroad and in the UK.
- Foreign fighters and vulnerable individuals returning from areas of conflict i.e. Syria, where possible work with police and agencies to integrate returnees into the area as part of their resettlement.
- Hard to reach community groups or institutions lacking confidence to report and engage with local authority and police on issues of radicalisation or extremism. Often they will try to contain and manage emerging risks through their own interventions without the involvement of statutory services. Encourage at risk and marginalised community groups to work in partnership with the local authority and develop joint Prevent solutions.
- Supporting partner and agency workers to manage the risks within their own roles and engage fully with the Prevent partnership to increase their knowledge and engagement with these issues.

4. Governance arrangements

Southwark Council is accountable for local Prevent delivery. Its function as a specified authority and duty to implement Prevent is clearly defined within the Counter Terrorism and Security Act 2015. The current governance arrangements and forums for the reporting of Prevent work and management of vulnerability at a local level is set out below.

- **Safer Southwark Partnership** – has a strategic overview for all safer community priorities and delivers on its strategic function under the Crime and Disorder Act 1998. Southwark’s Prevent delivery plan is signed off by this board.
- **Southwark Children Safeguarding Board** – is a statutory body established to safeguard and promote the wellbeing of children and young people. It also has a duty to ensure that the welfare of children is promoted in pursuit of the five "Every Child Matters" outcomes. Radicalisation and extremism is now recognised as a safeguarding issue and the Prevent Professional Network is linked to this board.
- **Southwark Adult Safeguarding Board** – is a multi-agency panel with professionals with an interest to safeguard vulnerable adults at risk of harm and abuse. The establishment of the Social Care Act 2014 will provide the statutory footing to continue the work of the board in protecting vulnerable adults. As with Children safeguarding, radicalisation and extremism is now recognised as a safeguarding issue for vulnerable adults and the Prevent Professional Network is linked to this board.
- **Community Prevent/ consultation project groups** – are informal community groups that have an interest in Prevent priorities and delivery. These groups provide community representation and can act as a critical friend for community based projects. This group is linked to the Prevent Professionals network.
- **Channel** – is a multi-agency partnership panel for supporting individuals identified as being vulnerable to radicalisation and extremism. It is chaired by the local authority and supported by local specialist police teams. Membership includes statutory partners within the local authority as well as NHS Mental Health and Offender management services who are invited to panels on a case by case basis. Its role is to assess the level of risk posed by the individual, the extent of the vulnerability and to manage the intervention for the individual.

5. Prevent Strategic Objectives

The objectives set within Southwark's Prevent action plan are based on the risks and vulnerabilities identified through the local picture of the extremist and terrorist threat to the borough. There are three strategic objectives that have been identified that will encompass the issues and risks that have been raised in this assessment.

Objective 1: Identify, engage and seek active participation of key community influencers to drive the Prevent programme at a local level. *(This will be delivered through a strong community cohesion focus)*

Objective 2: Support the agencies and partners of specified authorities identified within the Counter Terrorism and Security Act 2015 to apply the Prevent duty across their service or area of business. *(This Includes; Schools, colleges, and other education establishments as well as commissioned children, adult and healthcare services that have a safeguarding function)*

Objective 3: Build resilience across the private sector and support staff/ management responsible for public spaces to deny extremists fundraising opportunities as well as platforms to propagate their extremist ideologies. *(Focused activity on ideological/fundraising events and activities, hall/ premises hire, internet cafes)*

6. Prevent Delivery Plan

Objective 1: Identify, engage and seek active participation of key community influencers to drive the Prevent programme at a local level

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
Review our engagement with key Mosques through structured support - Beacon Mosques Conference	Key Mosques in the Borough may not have the confidence to challenge extremist ideology or have the structures to sustain long term community or safeguarding approaches	Ideology Institutions Supporting Individuals	Establish fresh relationships with identified Mosques and connected faith institutions. Identify Mosques to participate in borough conference Engage with agency to facilitate event Set date and instigate planning - identify location. Deliver event	Attendees have their knowledge levels and awareness raised in terms of management, governance and legal duties associated with safeguarding and charity operations.	Budget , including independent evaluation, venue, facilitation, event materials	Prevent lead, Southwark Target delivery date; February 2017

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
<p>Develop and deliver a Community based 'Prevent' presentation to engage opinion formers in the borough in a structured way.</p> <p>After assessment, consider the construction of a Prevent consultation group</p>	<p>The Prevent strategy requires a structured delivery across the borough in order to attract support from opinion formers and key community based agencies which will provide a counter narrative to anti prevent organisations and engage the audience in a constructive manner</p>	<p>Ideology</p>	<p>Identify partners who will contribute to the construction of a communication tool</p> <p>Produce presentation /comms tool</p> <p>Identify individuals/agencies that meet 'influence' criteria</p> <p>Produce delivery plan</p> <p>Deliver planned itinerary after pilot</p>	<p>Delegates knowledge of Prevent agenda improved</p> <p>Delegates confidence around the agenda improved</p> <p>Borough partners identify and maintain contact file.</p> <p>Relationship with contacts to possibly form membership of community based Prevent consultation group</p>	<p>Initial reservation of budget should partnership wish to contract presentation tool, evaluation and piloting process.</p>	<p>Prevent lead, Southwark</p> <p>Police Prevent engagement staff</p> <p>Pilot event delivered by December 2016</p> <p>Remainder of programme delivered by March 2017</p>

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
Construction and support of a Prevent based Community consultation group	The delivery of Prevent is best discharged through a process of consultation of community based individuals and agencies that can have a positive effect on the agenda at a local level	Ideology Institutions Supporting Individuals	Assess outcomes associated with community presentation plan and identify partners to take part in consultation group Create and dispatch invitation Set draft terms of reference Deliver inaugural meeting Assess/review	Southwark borough has a meaningful consultation group with meetings which guide Prevent delivery	Within coordinator role	Prevent lead, Southwark Assessment of feasibility and Inaugural meeting by January 2017

Objective 2: Support specified authorities identified within the Counter Terrorism and Security Act 2015 to apply the Prevent duty across their service or area of business.

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
To produce an agreed Implementation plan under the Counter Terrorism and Security Act to ensure proportionate compliance	<p>The Counter Terrorism and Security Act has identified Councils as a specified authority and compliance with the spirit of the act is now enshrined in law.</p> <p>Its content has clear implications for leadership with the Council and for the training of its staff</p>	<p>Ideology</p> <p>Institutions</p> <p>Supporting Individuals</p>	<p>Consult with decision makers in the council to determine implications of the act.</p> <p>Produce draft of implementation plan based on risk assessed values.</p> <p>Identify range of critical services based on their risk/role profile</p> <p>Consult internally and with major partners/commissioned partners</p> <p>Cabinet agreement</p> <p>Communicate plan and evaluate response</p>	<p>Southwark Council has discharged an Implementation plan that supports its legal duties and places it in a defensible position, promoting its Prevent work and assist in the management of risk.</p>	<p>Resources of Prevent lead.</p> <p>Reserve from HO budget for the delivery of plan formation and delivery of training/ independent evaluation</p>	<p>Prevent lead, Southwark</p> <p>Chief Exec/Directors</p> <p>Draft by September 2016</p> <p>Sanctioned by 31st June 2016</p> <p>Plan delivered in first phase by March 2017</p> <p>Review to be planned for 2016 - 2017 business year.</p>

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
<p>As part of implementation , produce a Prevent based training and briefing offer to the Council and its partners/commissioned services. Include consideration of training offer through LCSB and schools improvement service</p>	<p>An understanding of Prevent and the factors for vulnerability are critical to the management of high quality referrals.</p> <p>WRAP is seen as the preferred medium but other briefings may be required for functions of the council with a safeguarding role.</p>	<p>Ideology</p> <p>Institutions</p> <p>Supporting Individuals</p>	<p>Identify training mediums/tools that could be used</p> <p>Identify objectives of training and audiences who are applicable to those mediums</p> <p>Sanction training and method of delivery</p> <p>Communicate training policy /offer</p> <p>Deliver programme</p> <p>Evaluate</p> <p>Communicate results</p>	<p>Agreed audiences are identified</p> <p>Training plan delivered</p> <p>Training outcomes achieved which articulate a greater awareness and confidence of the subject</p> <p>Identify links between training done and analysis of referrals/management of cases</p>	<p>Stage 1 production of training plan completed by Prevent lead.</p> <p>Initial reservation of budget for commissioned service to assist with training roll out</p>	<p>Prevent lead, Southwark</p> <p>Plan to be drafted by October 2016</p> <p>(Including audience identification and target)</p> <p>Sanctioned by October 2016</p> <p>Delivery to take place until March 2017</p> <p>(early training may take place before policy for critical groups)</p>

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
<p>Channel Panel</p> <p>A multi-agency panel consisting of core statutory partners coordinated by SO15 and chaired by the local authority. The panel manages individuals at risk of radicalisation and recommends appropriate support interventions.</p>	<p>Limited awareness or capacity to manage at risk individuals vulnerable to radicalisation. Lack of specialist interventions or support to reduce vulnerability towards extremism.</p>	<p>Objective 2 Supporting Vulnerable People</p> <p>Objective 3 Working with key sectors</p>	<ol style="list-style-type: none"> 1. Review Channel contacts 2. Maintain/ review information Sharing agreements between SO15 and LBE 3. Review existing referral and information gathering processes 4. Facilitate Channel panel meetings in collaboration with SO15. 5. Develop action plan and low level intervention capability for Channel subject 6. Complete CHANNEL operational review i/c ACPO 7. Take all steps to ensure that terms of CHANNEL referrals are appropriately maintained and increased. 8. Evaluate and monitor 	<p>A fully effective panel that is proven to reduce risk of vulnerable individuals through early intervention activities.</p>	<p>LBS and SO15 Staffing</p> <p>OSCT funded Intervention providers</p>	<p>Lead: Prevent lead & SO15 Met Police</p> <p>Timescale: Initial review by October 2016 then review monthly through 2016/17</p>

			Channel referrals and case management outcomes			
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Objective 3: Build resilience across the private sector and target authorities responsible for public spaces to deny extremists fundraising opportunities as well as platforms to propagate their extremist ideologies.

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
To deliver guidance and briefing material for Council and Police staff likely to deal with Dawah stalls and leaflet drops which support suspected extremist based activity	<p>Extremists who draw their ideology from cultural, ideological or faith based sources can have a damaging effect on a community and individuals and attract complaints from local communities.</p> <p>A robust challenge to the use of public space can protect individuals and provide a strong preventative effect within the community</p>	<p>Ideology</p> <p>Protecting vulnerable individuals</p>	<p>Develop outline or profile of the problem and set objectives</p> <p>Define the most appropriate briefing and training tool</p> <p>Achieve sanction through Council /Police</p> <p>Deliver briefings where appropriate and distribute material</p> <p>Evaluate effect of briefings/material</p>	Workforce understanding and confidence is raised which result in positive feedback in connection with management of on street incidents	Within resources of Prevent lead	<p>Southwark Prevent lead</p> <p>Council 'on street' enforcement staff</p> <p>Borough and CT Police</p>

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
<p>Review of Hall hiring process.</p> <p>A review of existing Council and community hall hire/lease policy to ensure it is resilient against extremist booking premises and to develop awareness amongst hall hire and booking staff. Map vulnerable premises.</p>	<p>Extremists are known to book premises for events often with an aim to radicalise or talent spot potential individuals. Some events host extremists speakers and also are used to fundraise for extremist causes.</p>	<p>Objective 1 Challenging extremist ideology</p> <p>Objective 3 Working with key sectors</p>	<ol style="list-style-type: none"> 1. Review currently hall hire agreements and booking process 2. Refresh policy if required 3. Review if staff require Prevent briefing (new staff/ staff changes) 4. Delivery briefings to staff 5. Establish a Council Premises Network for Prevent 	<p>Reduced threat of extremists using halls or private locations for events or meetings due to robust hall hire procedures leading to early identification of extremist individuals, speakers or groups of concern.</p> <p>Policy produced</p> <p>Training delivery outcomes established and realised</p>	<p>LBS Staffing</p>	<p>Lead: Southwark Prevent lead</p> <p>December 2016 – March 2017</p>

Project Activity & description	Risk/ Issue	Government Prevent Objectives	Milestones	Outcomes	Resources	Lead/ Agency/ Stakeholders & Timescales
<p>Raising awareness of extremist browsing – Internet Cafes</p> <p>Support local internet cafes to build resilience and monitor premises being used for extremist purposes by customers. To help internet cafes safeguard themselves from possible radicalisation risks.</p>	<p>Internet cafes are open to abuse by extremist online surfaces or users who wish to view content that is blocked in schools, offices or even in their homes by parents.</p>	<p>Objective 3 Working with key sectors</p>	<ol style="list-style-type: none"> 1. To identify local internet cafes 2. Police and Prevent leads to develop a package around risks and safeguards for internet cafes 3. Through neighbourhood patrol officers, visit local internet café sites and provide advice 	<p>Internet cafes have sufficient information to assist them in their resilience and have appropriate procedures in place to report concerns to Police.</p>	<p>Within resources of LBS Staffing SO15 Staffing Reserve budget should preparation and production of material be commissioned out.</p>	<p>Lead Prevent Coordinator & SO15 Prevent Engagement Officer Borough patrol officers December 2016- March 2017</p>

9. Evaluation Plan

The success of the Prevent delivery programme will rely on measuring the effectiveness of the programme. It will need to consider whether the objectives set out in the programme has been achieved and if it has not what learning has been undertaken to address the issues to achieve the desired outcome. Lastly it needs to consider what impact this has had on local stakeholders and communities. All of the individual work streams in the delivery plan above have objectives and targets set out wherever possible, but the following provides a summary of what success might look like and what factors are going to be considered in order to evidence it.

1. Defining the changes for measuring success

The key changes that could indicate whether the programme has been successful should include whether the delivery of the programme has resulted in:

- Increased awareness of Prevent across key sectors
- Strong political leadership and executive buy in and support
- Increased confidence amongst key stakeholders and communities
- Active participation in the delivery of Prevent from key stakeholders and communities
- Evidenced reduction in vulnerability in assessed individuals
- Evidenced reduction in incidents of overt extremism in the borough.

2. How to measure the change

The following can be seen as indicators to measure change

- ❑ Changes in policy documents that include Prevent/ Channel
- ❑ Attitudinal changes through dialogue with stakeholders, staff and communities through focus groups and meetings
- ❑ Record of requests for Prevent/ Channel briefings or training
- ❑ Requests for WRAP training and Prevent briefings
- ❑ Number and quality of Channel enquiries and referrals
- ❑ Positive links to partnership structures – forums, groups and executive boards
- ❑ Online links and information of Prevent through existing safeguarding websites
- ❑ Partners agree and sign up to the boroughs Prevent Delivery plan
- ❑ Record of attendees at Prevent Partnership Group meetings
- ❑ Appropriate reference of Prevent issues at Council meetings
- ❑ Positive Prevent publicity – community events
- ❑ Community enquiries or request for Prevent/ Channel information
- ❑ Undertaking field notes at meetings
- ❑ Interviews with stakeholders re: performance, confidence and capability
- ❑ Develop pre-post evaluation questioners

3. Data to be collected

The types of data that will be collected include:

- Evidence through minutes of Safer Southwark Partnership, council meetings, Prevent and Channel meetings.
- Partnership delivery plans that evidence Prevent objectives
- Research results of focus groups, volunteer feedback and WRAP delegates
- Contextual information through open sources.

APPENDIX 1

London Borough of Southwark

Asbestos Consultancy Services
(Contract A) – surveying and bulk sampling
(Contract B) – air sampling and monitoring

Section 1.3

Evaluation Methodology document

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Evaluation Methodology

EVALUATION OF TENDERS

1. This section sets out the methodology that will be used to evaluate Tender submissions received in relation to the two contracts - Contract A – surveying and bulk sampling asbestos consultancy services and Contract B – air sampling and monitoring asbestos consultancy services.
2. Two (2) contracts (to different Consultants) will be awarded to the most economically advantageous Tenders evaluated as described in this methodology.
3. The evaluation criteria comprise of two elements: price and quality. The weightings to be applied are 70% price and 30% quality. The quality element contains sub-weightings which are set out in this schedule. The total score for quality will be added to the price score to give a total score out of 100. All Tenders will be ranked in accordance with their overall total score.
4. The evaluation comprises of 3 stages:
 - a. Stage 1 Compliance
 - b. Stage 2 Price Evaluation
 - c. Stage 3 Quality Submissions (Method Statements) Evaluation

THE EVALUATION PANEL

5. The Authority has set up a Tender Evaluation Panel to assess the Tender submissions received in relation to this procurement. This Panel consists of officers from across the Authority with understanding and working knowledge of the Services to be provided.

STAGE 1 - COMPLIANCE

6. Tenders will be checked initially for completeness and compliance with the ITT Documents. Whilst the Authority shall be entitled to seek clarification from Tenderers in order to determine if a Tender is complete and/or compliant, Tenderers should note that the Authority reserves the right to reject Tenders that are not complete and/or non-compliant. Tenderers are referred to 'Checklist of Documents to be returned' in Section 1.10 of the ITT Documents.
7. For tendering purposes, Tenderers are required to confirm as part of its Tender that if awarded a contract, they will be able to provide the required levels of insurance cover in the contract as set out in the Contract Particulars. The Authority regards this confirmation as a compliance issue and reserves the right to reject any Tender, without further consideration, in the event that they fail to provide such confirmation as part of its Tender.
8. Tenderers are required to submit the Parent Company Guarantee Undertaking, if applicable, set out in the ITT Documents.
9. Tender submissions that pass this Stage 1 will be subject to a detailed evaluation in accordance with the criteria and weightings set out in this document.

STAGE 2 – PRICE EVALUATION

12. A price evaluation model (“the model”) has been designed to help the Authority carry out a robust evaluation of price. The model has been prepared using historical data in relation to the Services and predicted annual spend levels. The rates, prices and percentage

adjustments captured in the Form of Tenders for Contracts A&B will be used to populate the model.

13. The model has been produced in Microsoft Excel 2010.
14. Tenderers should note that all SORs are pre-priced and that their tendered percentage adjustments should include for all costs as detailed within the Specification and the ITT Documents. The total of each Annex will be calculated and carried to the summary page.
15. Where appropriate each Annex will be adjusted by the tendered percentage adjustments, inserted in the Form of Tender(s) as follows:

Contract A

- (i). Annex 1 – pre-priced SORs for surveying and bulk sampling surveys subject to percentage adjustment A1 and multiplied by indicative estimated quantities.
- (ii). Annex 2 - Schedule of Hourly Charges, associated - inserted in the Form of Tender and multiplied by estimated number of hours.

Contract B

- (i). Annex 1 – Tenderer's rates inserted in the Form of Tender multiplied by indicative estimated quantities.
- (ii). Annex 2 - Schedule of Hourly Charges, associated - inserted in the Form of Tender and multiplied by estimated number of hours.

16. As noted, the Authority reserves the right to clarify or hold clarification meetings with Tenderers concerning any aspects arising from a Tenderer's submission including without limitation, the Tenderer's response to these sections.
17. The Tenderer with the lowest lump sum price will be awarded 70 points. The lowest cost submitted will be used as the baseline for establishing the % weighting for the remaining Tenderers using the following formula:

The following formula will be used to evaluate the score - $(A/B) \times C$ - where:

A = Lowest Lump Sum Price

B = Next Lowest Lump Sum Price

C = Overall Weighting for Price

Example:

Lowest tender £1,000,000. Awarded 70 points

Next lowest tender £1,200,000.

$\frac{£1,000,000}{£1,200,000} \times 70\% =$ Awarded 58 points

For the avoidance of doubt where the lowest price is scored this will be divided by itself as A/A rather than A/B so will score maximum price score.

ABNORMALLY LOW TENDERS

18. The Employer will scrutinise very carefully any Tender that contains a price which appears very low (having regard, amongst other things, to the prices submitted in the other Tender Submissions received). The Employer reserves the right to reject any Tender Submission that is abnormally low.

DISCLAIMER

19. The price will be evaluated by applying the figures in the Tenderer's completed pricing evaluation model to the assumed volumes of Services. These assumed volumes are made by the Authority purely for the purpose of evaluating Tenders and for no other purpose and are not an indication or prediction of the quantities of Services which the Authority will require or which the Consultant will provide under any awarded contract.
20. Save for the purpose of comparing Tenders, the quantities inserted in the pricing evaluation model by the Authority, shall not bind the Authority in any way and does not constitute any warranty, representation, indication, estimate or prediction of the volumes and quantities of any Services which the Authority may require or the Consultant will provide under any awarded contract.

STAGE 3 – QUALITY EVALUATION

21. Tenderers will be required to submit:

Contract A - Four (4) method statement proposals answering the questions contained within the Quality Submission Schedule attached

Contract B - Four (4) method statement proposals answering the questions contained within the Quality Submission Schedule attached.

These method statements, once approved by the Authority, will be incorporated into the contract as the Consultant's planned way of working/operating throughout the Term.

22. All submissions will be scored against the same criteria/ sub criteria and sub-weightings as set out in this schedule.
23. The weighting for each method statement proposal is set out in the following tables for Contracts A&B:

Contract A

<u>Criterion</u>	<u>Requirement or sub-criteria in respect of Method Statements</u>	<u>Sub-Criteria Weighting</u>	<u>Criteria Weighting</u>
Mobilisation Method Statement 1	A. Resource Structure	2	4
	B. Roles and Responsibilities	2	
Service delivery Method Statement 2	A. Plans for updating and maintaining the Authority's Asbestos Register	3	15
	B. The management and methods of communications with the Authority, Residents and Contractors	6	
	C. The resources the Tenderer will deploy on the contract to deliver the Service and achieve the KPIs	3	
	D. Provide an example of a monthly report on the results of internal quality audit control	3	
Compliance Method Statement 3	A. Asbestos Bulk Sampling	3	9
	B. Asbestos Refurbishment and Demolition Survey	6	
London Living Wage Method Statement 4	A. Administer and Monitor	1	2
	B. Identification of Productivity Gains	1	
Total Quality Score			30

Contract B

<u>Criterion</u>	<u>Requirement or sub-criteria in respect of Method Statements</u>	<u>Sub-Criteria Weighting</u>	<u>Criteria Weighting</u>
Mobilisation Method Statement 1	A. Resource Structure	2	4
	B. Roles and Responsibilities	2	
Service delivery Method Statement 2	A. Plans for updating and maintaining the Authority's Asbestos Asset Register	4	15
	B. The management and methods of communications with the Authority, Contractors and Residents	4	
	C. The resources the Tenderer will deploy on this contract to deliver the Services and achieve the KPIs	4	
	D. Provide an example of a monthly report on the results of internal quality audit control	3	
Compliance Method Statement 3	A. Emergency Responses	3	9
	B. Air Sampling and Monitoring	6	
London Living Wage Method Statement 4	A. Administer and Monitor	1	2
	B. Identification of Productivity Gains	1	
Total Quality Score			30

24. The scoring of a Tenderer's method statement will be based on the following scale:

Score	Scoring Guidelines
10	Outstanding - response exceeds requirements, is fully evidenced, adds value and benefits and demonstrates practical innovation and tangible creativity to business solutions, with full confidence in capability to deliver.
9	Excellent - response meets all requirements while providing fully evidenced additional value and benefits and a high level of confidence.
8	Good - response meets all requirements with a good evidence base and some added benefits together with higher level of confidence.
7	Good - response meets all requirements with a good evidence base and some added benefits.
6	Satisfactory - response is complete and meets all minimum requirements while providing appropriate evidence to support these together with a higher level of confidence.
5	Satisfactory - response is complete and meets all minimum requirements, and provides appropriate evidence.
4	Less than satisfactory – response is complete but fails to provide adequate evidence that all minimum requirements can be satisfied.
3	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.
2	Poor – response is in part incomplete, non compliant, fails to meet any minimum requirements or lacks an evidence base.
1	Poor – response is incomplete, non compliant, fails to meet any minimum requirements, lacks an evidence base or is unlawful.
0	No response – no submission was made.

25. Each question will be scored and then the sub-weighting applied to give a weighted score for quality. The score will be to the nearest two decimal points.

Examples

Points Awarded	Sub Criteria Score	Calculation	Total Score
0	3	0/10 x 3	0.00
5	3	5/10 x 3	1.50
10	3	10/10 x 3	3.00

26. A Tenderer's evaluation score will be based on the Tenderer's written Tender submission, but this may be clarified (and its veracity and accuracy verified) by the following methods:
- By responses to clarification questions raised by the Authority
 - Written feedback from referees
27. Tenderers will not be able to address any omissions in their Tender Submission during any clarification process.
28. The initial score will be based on the evaluators' review of the Tenderer's tender submission and be updated based on further clarification. The final scores may differ from the initial scores to reflect the full evaluation process undertaken by the evaluation panel. Overall scores will be calculated to ascertain the Tenderer's overall percentage score.
29. The evaluation panel shall conduct a 'consensus scoring process' where moderation of the scores awarded during the exercise will take place. The moderation shall give regard to any variance in the scores between the evaluators. A consensus score will be agreed by the evaluators for each of the evaluation criteria.

THRESHOLDS

30. The scoring table is set out at paragraph 24. Each response to the method statement questions will be marked out of a possible score of 10. The scoring will be based on the general principles and descriptions shown in the table at paragraph 24.
31. Tenderer's should note that for method statements two (2), three (3) and four (4) a Tenderer must score 5 (satisfactory) for each of the sub-criteria otherwise it may be rejected.

FINAL SELECTION AND RECOMMENDATION

32. The scores achieved for both quality and price will be added together to give an overall score. The overall scores will then be used to rank the Tender submissions.
33. Contract A will be completed first. If the successful tenderer for contract A has tendered for contract B, it will be removed from consideration of contract B.
34. The overall top scoring Tenderer for Contract A will be awarded Contract A.

35. Tenderer's will only be awarded one contract to ensure the separation of duties.

TIE BREAK

36. In the event of a tie break (where two or more top scoring Tenderers have the same total weighted score including both quality and price), the Authority shall select from amongst those Tenderers the submission of the Tender with the highest weighted score for method statement. In the event that this still results in a tie break, the Authority shall select from amongst those Tenderers the submission with the highest weighted score for price.

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