

Cabinet

Tuesday 22 January 2019

4.00 pm

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

Supplemental Agenda No.1

List of Contents

Item No.	Title	Page No.
19.	Policy and Resources Strategy 2019-20 To note issues associated with the policy and resources strategy and agree recommendations.	1 - 45
20.	Gateway 1: Procurement Strategy Approval - Contractor Services for the Delivery of Sceaux Gardens To approve the strategy for procuring the works contractor for Sceaux Gardens through a two stage restricted OJEU tender process and approve the delegation of the gateway 2 reports.	46 - 100
21.	Regeneration that Works for All Framework and Social Regeneration Indicators To agree the 'regeneration that works for all framework' as Southwark's approach to social and inclusive regeneration and agree the social regeneration indicators as the high level indicators that will be used to monitor the impact of the social regeneration work across the borough.	101 - 119

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Date: 14 January 2019

Item No. 19.	Classification: Open	Date: 22 January 2019	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy 2019-20	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Finance, Performance and Brexit	

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

Yet again Southwark Council faces enormous funding cuts in 2019-20 with a loss of £8.6m of general government funding. These funding cuts come at a time of continuing demands and pressures on our services, particularly social care, children's services, education, homelessness and welfare support.

Whilst we welcome the additional one-off social care grant of £4.3m announced as part of the Autumn Budget and the previously announced growth in the Improved Better Care Fund of £3.2m, this only goes part way to meeting the growing demands on children's and adult's social care services. We still await the promised Green Paper on the long-term funding of Adult Social Care and remain concerned that the Government's Budget statement made no mention of any long-term plan for social care funding.

The indicative budget proposals include £5m of Adult Social Care savings in 2019-20 offset by commitments of £4.7m. This demonstrates the investment of the increased Improved Better Care Fund (£3.2m) in protecting homecare, reablement and bed-based care packages and transformation work to improve the health, wellbeing and resilience of vulnerable residents.

We also face significant challenges in Children's Services and Education. Children's Services provide vital support for vulnerable children in our borough and we face great pressures in terms of the cost of placements, particularly residential care for looked after children. Thanks again to the work of our Budget Recovery Board we are able to propose £1.1m of efficiency savings in this area, but to make the budget sustainable we will also inject a further £3.3m for a net growth in the Children's Services budget of £2.2m.

In Education, reduced grant and funding continue to impact on the budget, as well as the increasing demand for statutory SEN education and home to school transport. There are significant pressures on schools funding via the Dedicated Schools Grant. Demand and cost pressures are particularly acute on the High Needs Block where government funding is insufficient. As at 31 March 2018, there was an accumulated deficit of £4.1m, which is forecast to increase to £11m by the end of 2018-19. The council continues to work with the Southwark Schools Forum on a deficit recovery plan, which includes proposals for reductions in central retentions, block transfers as well as reductions in funding to settings. This will be subject to full consultation and equalities impact assessment.

Whilst Southwark is recognised nationally as a leading authority in homelessness prevention, statutory and policy obligations, increasing demand and restricted housing supply mean that temporary accommodation remains a particularly challenging area. Based on current policy, cost pressures are projected to continue to rise during 2019-20. Efficiency

savings and policy changes in relation to the discharge of duty into the private sector and out of borough (along with other initiatives being developed with London Councils) would assist in mitigating this budget pressure. Net growth in Temporary Accommodation budget of £3.2m has been included in the budget proposals.

Local government pay is now the lowest in the public sector. Whilst the government has removed the 1% pay cap, they have not provided any resources to local authorities to help us give our staff the pay rise that they deserve. The budget presented today reflects a 2% 2019-20 pay award, which is estimated to increase the pay bill by £4.5m in 2019-20.

All these pressures, alongside other growing costs such as inflation mean that as well as having to cope with £8m of cuts, we also need to fund £25.9m of additional budget pressures and growth.

However, yet again this year the good news for Southwark is that our continuing growth in homes and in our local economy is providing us with a strong growth in income. We are currently estimating an additional £6.1m of resources available thanks to this growth and the success of our Exchequer Services team in collecting more income than we had previously anticipated.

On a further positive note, the London Devolution Deal and business rate pooling arrangement means the additional income generated from business rates growth, notably within Southwark, will be retained within London, rather than being returned to Government. This has facilitated pan London strategic investment schemes such as the South London Innovation Corridor as well as enabling local initiatives, such as the Positive Futures Fund and Southwark Pioneers Fund to be approved. I am also delighted that we are able to propose a £2million fund to support our ground-breaking commitment to children and youth people's mental health. This money will be specifically for prevention and pastoral care ensuring that every child in Southwark gets the very best start in life and has the health, wellbeing and resilience to fulfil their potential.

The continued delay in negotiating Britain's exit from the European Union continues to create uncertainty and an increasing risk of a no-deal Brexit with its consequential impact on the economy, the supply chain, the workforce and the demand for services. Accordingly, we have recommended that £2m be set aside to ensure council services are protected and a further £300,000 commitment has been added to the base budget to cover ongoing operational pressures resulting from Brexit. In the immediate term, these funds will be prioritised to support the recommendations made by the Southwark Brexit Panel.

To address the budget shortfall, we have set out proposals totalling £19.615m in the appendices, a combination of efficiency savings (£13.905m), additional income from fees and charges (£4.810m) and other savings of (£0.900m). These proposals will be consulted on with staff, affected residents and other stakeholders and partners.

Despite these savings and additional income, a budget gap of approximately £3.2m remains and of course, unlike government, the council is legally required to set a balanced budget.

Over the last eight years we have kept council tax low only raising it to protect vital frontline services. After detailed and careful thought, we are proposing that we raise council tax by the maximum permitted 2.99% to close the budget gap. This ensures that in the toughest of times we are able to protect services for our most vulnerable residents and the services which our residents value and depend on. We recognise the pressure that this can add on low-income households so our Council Tax Reduction Scheme will remain unchanged. This means that approximately 12,000 working age households will continue to receive support

and will pay no more than 9p extra a week and that 6,900 eligible pensioners will continue to receive 100% relief.

This report will go to overview & scrutiny committee for consideration on 28 January before being reconsidered alongside their recommendations at our next Cabinet meeting on 5 February before going on to council assembly for final approval.

RECOMMENDATIONS

That cabinet:

1. Note the provisional local government finance settlement announced on 13 December 2018, key headlines being set out in this report (paragraphs 29 – 42).
2. Note, as reported to cabinet in September 2018 and recognising the continued uncertainty for local government funding, that the intention remains for the Council to prepare a balanced one-year 2019-20 budget for approval by cabinet in advance of council assembly in February 2019 (paragraph 21)
3. Note the current budget options proposed to help achieve a balanced budget 2019-20 (Appendices C to F).
4. Note the proposed increase to the Southwark element of the council tax in line with the government threshold by 2.99% in recognition of the spending pressures in services, particularly those that protect and support vulnerable people (paragraph 51 - 59)
5. Note that the budget proposals for 2019-20 contained within this report include:
 - Estimated general grant resources likely to be available arising from the provisional settlement (Appendix A), a reduction of £8.565m from 2018-19;
 - Improved Better Care Fund resources totalling £15.752m, an increase of £3.168m from 2018-19;
 - Additional one-off social care grants of circa £4.254m announced in the Autumn 2018 budget;
 - Retained business rates growth of £25.0m (paragraph 62 to 65), an increase of £3.250m over 2018-19 arising from proceeds generated by continued regeneration in the borough; plus an estimated surplus brought forward of £1.158m;
 - Estimated council tax revenue of £110.532m, including £2.476m additional income arising from growth in the tax base; £0.4m from increased premium on long-term empty properties; £3.209m additional income generated from increasing council tax by 2.99%; an estimated collection fund surplus of £3.860m;
 - No change to the council tax reduction scheme for 2019-20 for our pension age and vulnerable and least well off households
 - Planned contingency to be maintained at £4m to mitigate underlying budget risks. (paragraph 99).
6. Note that the following savings, commitments and pay and price pressures have been proposed to help ensure the delivery of a balanced budget in 2019-20 (Appendices C – F):
 - Efficiency savings of £13.905m;
 - Income generation of £4.810m;
 - Savings impacting on services of £0.900m;
 - Commitments and growth of £16.206m;

- Pay Award and contractual inflation of £8.450m
 - Debt financing costs of £3.809m
7. Note that, in order to ensure that the base budget is on a secure financial footing a number of commitments are proposed for 2019-20 totalling £16.206m, including:
 - £8.072m for Children's and Adult's Services funded principally from the growth in the Improved Better Care Fund (£3.168m) and additional social care funding (4.254m);
 - A net increase of £3.2m to further support spending pressures on Temporary Accommodation and £0.7m No Recourse to Public Funds (NRPF);
 8. Note the current budget proposed for 2019-20 is balanced, after the incorporation of updated proposals and 2.99% council tax increase.
 9. Note the Dedicated Schools Allocation of £321.5m and the pressure on High Needs provision (paragraphs 43-50)
 10. To approve the creation of the London Devolution Reserve and proposed commitments (paragraph 66 - 69).
 11. Note the ongoing negotiations regarding the continuation of the London Business Rates Pool arrangement into 2019-20 (paragraphs 71 - 72):
 12. Note the Departmental Narratives (Appendix B) and the equality analyses provided for the budget proposals.
 13. Note the consultation that took place prior to agreeing the indicative budget options for 2017-18 and 2018-19 and to instruct officers to undertake further consultation for new budget options where necessary or appropriate (paragraphs 100 - 101).
 14. Note that the report to cabinet on 22 January 2019 will be considered by overview and scrutiny committee on 28 January 2019 and that any recommendations arising will be incorporated into the final report to cabinet on 5 February 2019 for recommendation to council assembly on 27 February 2019 (paragraph 102).

BACKGROUND AND PURPOSE

15. In September 2016, the cabinet approved the Fairer Future Medium Term Financial Strategy (FFMTFS) and Integrated Efficiency Plan noting the relationship to the Council Plan and the new theme to be fit for the future. The council accepted the four-year finance settlement in line with the final local government finance settlement (February 2016). 2019-20 is the fourth and final year of that four-year settlement. The offer covered the revenue support grant and confirmed that tariffs and top-ups would not be altered for reasons related to the relative needs of local authorities.
16. The Council Plan for the period 2018-2022 contains a range of promises and commitments, which the council will work towards delivering over the coming four years. Financial appraisals will be undertaken as new plans are developed and the financial implications of any approved commitments will be reflected in the 2019-20 budget, refreshed MTFS and capital programme.
17. In 2018-19, London Councils entered into a one-year pilot arrangement for the retention of business rate growth through pooling. Subject to final agreement with the

government, it is expected that the pooling arrangement will continue in 2019-20, albeit on less generous terms and with more risk passed to the council.

18. Despite the consistency of funding given by the four-year settlement, there remains continued uncertainty with regard to a number of elements of government funding. These include the New Homes Bonus, Public Health grant, Better Care Funding and Social Care grants. In addition, pay and price inflation and demand pressures need continual review to ensure that budgets set each year are sustainable.
19. The government has expressed a continued commitment to give local authorities greater control over the money they raise locally. Since 2013-14, when the new funding arrangement commenced, the council's reliance on local taxation as an income source has increased, with council tax and business rates now representing 40% of funding estimated for 2019-20. Therefore, a key part of the budget process is for officers to reassess the estimated income from council tax (driven in the main by the number of new homes, council tax banding of these homes, the council tax relief scheme) and Business Rates (driven by the rateable value, appeals and businesses coming into/out of the rating lists).
20. At cabinet on 18 September 2018, the financial remit was considered which included known and estimated resources available at that time, and assumptions regarding the costs of pay awards and inflation. The report concluded with a budget gap of £17.956m. Officers were asked to prepare indicative savings and commitments for 2019-20 in order to balance the budget. Subsequently at Cabinet on 11 December 2018, a further report was considered setting out a budget gap of £3.853m. This report provides an update on the work undertaken to both reflect the latest information on available resources and to consider budget savings and commitments proposed for 2019-20.
21. As set out in September 2018, the budget will be prepared on a one-year basis for 2019-20, recognising that the settlement is indicative and a range of other significant uncertainties relating to the council's financial position. A one-year budget is considered by the section 151 officer to be the most appropriate strategy at this time given the significant uncertainties and complexities regarding the future funding of local government beyond 2019-20, including:
 - Government Spending Review during 2019
 - A new local government needs based funding formula, the Fair Funding Review,
 - Redesign of the Business Rates Retention System for 75% retention from 2020-21
 - Resetting of the business rates baseline from 2020-21,
 - The future of the London Business Rates Pool,
 - An anticipated Green Paper on funding of adult social care
 - Economic uncertainty regarding the outcome of Brexit negotiations and wider economic pressures on inflation, interest rates and area costs within London (especially housing).

Updated Financial Remit

22. In accordance with instructions from the December 2018 cabinet, this report provides updated budget proposals for 2019-20. These proposals, together with updated estimates of government funding, business rate and council tax income have contributed towards achieving a balanced budget. This has been achieved under challenging circumstances, not least in the context of the savings that the council has had to make throughout the austerity period since 2010 and the increased ring fencing

of a large element of resources available for adult social care. A summary of the 2019-20 proposed budget can be found at Appendix A.

23. The indicative budgets were set at an assumed level of government funding, as set out in the February 2016 four-year settlement. The council accepted the government's offer of a four year funding settlement for 2016-17 to 2019-20 and received confirmation of this from the government on 16 November 2016.
24. This report outlines all major variations from the 2018-19 budgets. It itemises changes in resources available (e.g. government grant and council tax income) and provides a high-level summary of efficiencies and improved use of resources, income generation and savings that impact on service levels. It also itemises new and emerging growth and commitments that may arise from issues such as price, demand pressures and costs arising from the delivery of council plan priorities.
25. Separate schedules are provided that give details of each element of these variations. Responsibility for each element is retained by the cabinet member responsible for the portfolio and operationally managed by the strategic director for that service (Appendices C, D, E and F).
26. The Policy and Resources Strategy 2019-20 underpins the work of all council departments, ensuring financial sustainability and the best possible level of service for residents. The council remains committed to promoting efficiency as the key driver to reducing costs and minimising the impact of budget decisions on front line services. The Fairer Future promises commit to spending every penny as if it were our own. This promise is reinforced with the Fairer Future Budget Principles. Inevitably, as total resources available continue to reduce, demands increase for services and planned efficiency improvements are delivered, protection of these valued front line services becomes increasingly difficult.

Government Budget Statement – 29 October 2018

27. On 29 October 2018, the Chancellor of the Exchequer delivered the Budget. As well as the usual updates on the public finances and overall economic outlook, the Budget included a number of policy announcements, the key headlines are set out below (source: London Councils' on the day briefing):
 - £240 million of new funding was announced for Adult Social Care funding in 2019-20 (Southwark allocation is £1.571m).
 - A further £410 million will be made available to support both adult and children's social care in 2019-20 (Southwark allocation £2.683m).
 - The Budget committed to "putting social care on fairer and more sustainable footing" in the forthcoming ASC green paper, although the date of the green paper is yet to be announced
 - The immediate removal of the HRA borrowing cap was confirmed (from 29 October 2018)
 - £420 million of new funding for potholes, allocated based on DfT's need based formula (Southwark allocation £0.558m)
 - Small business retail relief was announced for retail businesses with a rateable value less than £51,000 for two years – this will cost government £900 million and local government will be "fully compensated".
 - £675 million of co-funding will be awarded to local authorities over the next 5 years to help them draw up plans to revitalise high streets.
 - £400 million of capital funding was announced for schools to invest in equipment

and facilities in 2018-19.

- £84 million will be invested over five years to expand programmes for children in care.

28. Not mentioned in the Budget:

- Any long term plan for children's social care funding
- No extra funding was found for schools High Needs pressures
- No recognition of homelessness funding pressures
- The date or timetable for next years Spending Review

Provisional Local Government Finance Settlement

29. The Secretary of State for Housing, Communities and Local Government announced the Provisional Local Government Finance Settlement on 13 December 2018 (later than planned due to the Brexit debate). The Settlement outlines the provisional Settlement Funding Assessment (SFA) for 2019-20 together with other grant funding included within Core Spending Power (CSP).

30. The main 2019-20 headlines are set out below:

- In line with expectations, the Settlement Funding Assessment (SFA) agreed as part of the four year settlement will fall by 5.4% in 2019-20;
- Provisional SFA funding for Southwark indicates a small increase of £82k from the amount set aside in the original four-year settlement;
- Business rate pilots were confirmed for 2019-20, including the continuation of the London pilot pool;
- the council tax referendum threshold in 2019-20 will remain at 3% with no changes to the adult social precept arrangements;
- confirmation of the additional social care funding provided at Autumn Budget 2018, Southwark's allocation being £4.254m;
- New Homes Bonus (NHB) – the proposed changes to the business rates baseline will not go ahead. Southwark's provisional allocation is £12.830m, an increase of £0.518m from estimate;
- No changes to the previously announced Public Health Grant (£26.744m) and Improved Better Care Fund (£15.752m);
- A one-off distribution of business rates levy surplus, Southwark's provisional allocation being £1.749m

31. In addition to the announcements affecting 2019/20 the Government published two consultation papers:

:

- Fair Funding Review – “A review of local authorities' relative needs and resources - Technical consultation on the assessment of local authorities' relative needs, relative resources and transitional arrangements”
- Business Rates Retention – “Business Rates Retention Reform - Sharing risk and reward, managing volatility and setting up the reformed system”, a consultation on the proposed 2020/21 Redesign and Reset of the Business Rates Retention (BRR) scheme.

Settlement Funding Assessment (SFA)

32. The Settlement Funding Assessment (SFA) comprises the core funding sources for

authorities defined as Revenue Support Grant (RSG), retained business rates and business rate top-up. The council's SFA in 2019-20 is £149.875m (£158.440m in 2018-19). For 2019-20, as in 2018-19, the council will no longer receive Revenue Support Grant due to the London Business Rate pooling arrangements meaning that RSG is substituted within baseline business rate funding.

MHCLG Core Spending Power

33. Core Spending Power is the government's measure of the core revenue funding available for local authority services, including council tax. Southwark's 2019-20 spending power is indicated to increase by 2.4% between 2018-19 and 2019-20 in line with the London increase (2.8% nationally). However, it should be noted that the core spending power figures include the new social care funding announced in the Autumn Budget and an assumption that the council will set a council tax increase at the 3% referendum threshold.

Improved Better Care Fund (IBCF)

34. The Better Care Fund was established in 2014-15, with the aim of supporting closer working between Local Authorities and the CCG. The council invoices the CCG for its share of the pooled fund, which is offset against appropriate expenditure.
35. The Improved Better Care Fund totals £15.752m for 2019-20; this is made up of two parts:
- The Improved Better Care Fund (IBCF) that was included as part of the 2016-17 settlement of £13.529m for 2019-20 (£8.088m in 2018-19). This was for the utilisation of local authorities for adult social care
 - Following national pressure on adult funding care crisis, supplementary Improved Better Care Fund was announced in spring 2017. This equates to funding for Southwark of £2.223m in 2019-20, a decrease from the 2018-19 allocation of £4.497m. The utilisation of this grant to be agreed with the Health and Well-Being board for adult social care funding pressures.

New Homes Bonus (NHB)

36. New Homes Bonus (NHB) was introduced in 2011 to provide a clear incentive for local authorities to encourage housing growth in their areas. It rewards local councils for each additional home added to the council tax base, including newly built properties and conversions as well as long-term empty properties brought back into use, after deducting demolitions. Following a review of the funding "sharpening the incentive", the grant reduced in 2017-18. From 2018-19 the grant reduced further as the reward is now based on four years' growth as opposed to six.
37. A 0.4% baseline was introduced in 2017-18 so that local authorities would need to achieve tax base growth of greater than 0.4% before they receive any NHB funding. The government consulted on proposals to increase the baseline further in 2019-20. However, the provisional settlement confirmed no change for 2019-20.
38. The provisional settlement allocation for 2019-20 is £12.830m, an increase of £1.432m from 2018-19.
39. The Government has announced its intention to explore how to incentivise housing growth most effectively from 2020-21, for example by using the Housing Delivery Test

results to reward delivery or incentivising plans that meet or exceed local housing need.

Public Health Grant

40. The indicative allocation for Public Health Grant is £26.744m for 2019-20, a 2.6% reduction from 2018-19. The government has not yet published final Public Health allocations for 2019-20. Since 2013-14, when Public Health responsibilities transferred to local authorities, grant funding has reduced by an equivalent of 15%, with no inflationary increases. Southwark has the fourth lowest per head public grant allocation of the inner London boroughs.

Additional Social Care funding in 2019-20

41. At Autumn Budget 2018, the Government announced £650m of extra funding in 2019-20 for local authorities for adult and children's social care services. Southwark's provisional allocations are £1.571m in respect of winter pressures (to be pooled into the Better Care Fund) and £2.683m Social Care Support Grant available for adults and children's social care. This grant is not ring-fenced and has no restriction of how much should be spent on adult's or children's social care.

Business Rates Levy Account surplus

42. As a result of increased growth in business rates income nationally, a surplus has accumulated within the government's Business Rates Retention levy/safety net account. The government has provisionally allocated this via the 2013/14 Settlement Funding needs formula. Southwark's provisional allocation is £1.749m. It is proposed to set aside this 'one-off' allocation in the Business Rate Retention Risk reserve to mitigate risk around business rate revaluation, reset and devolution deal.

Dedicated Schools Grant

43. The Dedicated Schools Grant is formula based, calculated by the government with the council passing it on to schools. The allocation for 2019-20 has provisionally been set by the Department for Education (DfE) at £321.5m, although this will be revised during the year to reflect updated pupil numbers. The figures include the funding for academies, which will be recouped at a later date.
44. Dedicated Schools Grant can be broken down into the following spending blocks:

	2018-19 £m	2019-20 £m	Change £m
Schools Block	241.9	247.3	5.4
High Needs Block	43.7	44.7	1.0
Early Years Block	27.9	27.8	-0.1
Central Block	1.7	1.7	0
Total	315.2	321.5	6.3

45. In comparison with 2018-19 there is a £5.4m increase (2.2%) in the DSG schools block that mainly relates to the increase in overall pupil numbers. The numbers in secondary schools continue to rise but the primary school pupil numbers are falling. All secondary schools in the Borough are Academies.
46. Whilst there is extra funding in the settlement, costs are rising by more than funding,

exasperated further in primary schools where pupil numbers are falling.

47. The education secretary Damian Hinds announced on 15 December that pupils with special educational needs and disabilities (SEND) will receive an additional £350m in funding, £125m would go to councils in 2018-19 and 2019-20 and £100m had been allocated to create more specialist places in schools.
48. The figures within the High Needs Block reflect the additional revenue funding that was announced (£0.7m in 2018-19 and 2019-20). While the funding will help, overall funding remains inadequate to address the increasing need and demand pressures on High Needs provision.
49. The DSG position was a £4.11m deficit at 31 March 2018. In year pressures on the high needs block are expected to be around £7m and therefore the forecast position at 31 March 2019 is a £11m deficit. The deficit position is common across London and also nationally across many LAs and reflects increasing need and demand for SEND provision, the inadequacy of supply of special school places (this is being addressed within the capital programme) and also the inadequacy of funding for the high needs block. By the end of 2017-18, two-thirds of London authorities were overspent on DSG and 13 of those carried a combined deficit of £48m into 2018-19.
50. A strong lobbying stance has been taken with the Government with regard to the inadequacy of funding (including for 16-25yr olds) and also the need for flexibility on DSG block transfers, however even this will become challenging, noting the worsening position of schools from National Funding Formula (NFF) and falling rolls in primary schools. The council is working with Southwark Schools Forum to develop a DSG budget recovery plan for the medium to long term and within the council the Budget Recovery Board will bring oversight, challenge and support to this process, given the potential risk overall.

Local Taxation

Council Tax

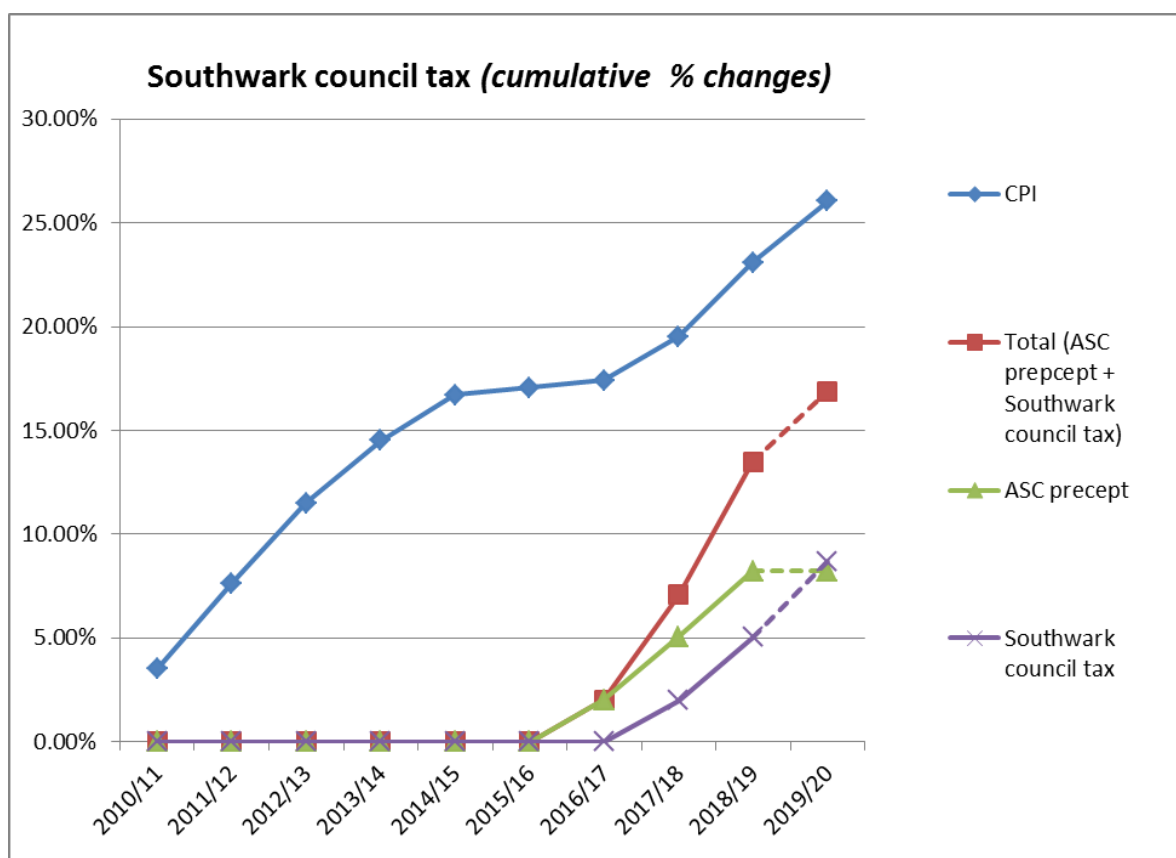
51. The council is committed to the fairer future promise to “keep council tax low”. The Southwark element of council tax was frozen from 2008-09 until 2017-18 when financial pressures and the cumulative impact of reduced government funding meant that it was no longer sustainable to hold this position. In accordance with our Council Plan priority and budget principles we have protected our most vulnerable residents, which is why we have maintained spending on frontline services like children’s care while doing everything we can to make efficiency savings in other areas.
52. The authority has been able to maintain the eighth lowest level of council tax in London in 2018-19, despite having incurred some of the largest reductions in government grants. Throughout this period, the government applied a cap on any council tax increases. The purpose of this cap is to ensure that ‘excessive’ council increases occur only where councils have a clear mandate from local people. This level has not been exceeded by Southwark to date and the cap remains in place for 2019-20.
53. Council tax has remained below the charge it would have been if CPI had been applied each year since 2010-11.
54. The Council Tax Relief Scheme continues to provide support for our financially vulnerable residents and the Council has committed to making no changes to the scheme for 2019-20.

ASC precept

55. In 2016-17, and in line with government guidance, the council applied a 2% precept to help fund adult social care. Of the 33 London boroughs, 26 took advantage of this precept. For 2017-18, government extended the adult social care precept to allow for 6% over 2017-20, with no more than 3% in each of the first two years. A 3% precept was applied in 2017-18 and 2018-19, providing a contribution towards the significant financial pressures within the Adult Social Care budget. No further increase in the precept is permitted.

Southwark Element of the Council Tax

56. 8 of the 13 inner London Boroughs increased their council tax in 2018-19, 23 out of 33 across London, including Southwark. This is indicative of the cumulative impact the financial stress across local authorities in London.
57. In the context of pressures on council finances, the resilience of reserves and the continued year on year reductions in spending power, council tax remains a key source of income for the council. An increase of 2.99% (with no increase for adult social care precept) in council tax amounts to £3.2m income per annum. This is necessary to help achieve a balanced budget and to protect services for our most vulnerable residents.
58. As demonstrated in the graph below, increases in the council element of council tax remains below the charge it would have been if CPI inflation had been applied each year from 2010-11.



59. The impact of an increase in council tax of 2.99% will mean that:

- Residents in Band C properties and below will see a council tax bill rise of around 53p per week (over 60% of residents in the borough live in Bands A-C)
- Approximately 12,000 of the residents continuing to receive support through the local council tax relief scheme (CTRS) will pay no more than 9p extra per week
- The council tax reduction scheme will continue to ensure that 6,900 eligible pensioners will continue to receive 100% relief and will see no rise in their council tax bills.

Council Tax Collection

60. As reported in December 2018 the council tax base is growing in the borough – a direct reflection of the regeneration and investment in new homes. That report recommended that the collection rate be maintained at 97.2%, reflecting current performance and in consideration of the increased collection risk as universal credit is rolled out.
61. The 2018-19 collection fund forecast outturn position is a surplus of £3.500m and this has been accounted for in the council tax calculations for 2019-20.

Business Rates Baseline

62. The government agenda is for local authorities to move towards self-sufficiency and away from dependence on central government. As a step towards this reform, in 2013-14, government changed the funding system to increase reliance on local taxation. Revenue support grant allocations reduce over the period 2013-20, whilst the level of retained business rates increases.
63. If the council remains part of the London Business Rate pool pilot, Revenue Support Grant is substituted with a baseline business rate funding level. As set out in Appendix A, the council will be funded via business rate baseline of £149.875m.
64. The 2019-20 budget includes a forecast assumption that the council's Business Rate Retention income will exceed the baseline funding level by £25.0m (i.e. in total the retained business rates total of £174.875m; consisting of the baseline of £149.875m and £25.0m in excess of this baseline). This is after appropriate provisions have been made for appeals. Furthermore, it is estimated that £1.158m of Business Rate collection fund surplus will be available to support the budget.
65. This ongoing move to self-sufficient local government demonstrates the importance of Southwark's capital investment programme within the borough, either as the lead authority or with partners. Regeneration is the key to ensuring sustainable budget sources as we move closer to reliance wholly on local taxation, either through business rates or through council tax as well as increasing opportunities across the borough for quality of life, jobs and environmental improvements.

Business Rates London Wide Pool

66. In 2018-19, London Councils entered into a one-year pilot arrangement for the retention of business rate growth through pooling. The agreement set out the principles and method for distributing any net financial benefits generated by the pool. Although the first year of the pilot relates to business rates generated during 2018-19, the available distribution will not be finalised until September 2019. However, latest figures from the London Councils indicate that the Pool is on track to deliver the

forecast growth.

67. Southwark's share of the total net benefit of the pool will be £10.186m. Recognising that any additional income will be one-off, these receipts will be ring-fenced in a London Devolution Reserve.
68. The London Devolution Reserve resources will be available for one-off initiatives in accordance with council priorities. Initiatives will include
- (i) £0.5m for the Positive Futures Fund, as approved by Cabinet in December 2018;
 - (ii) Funding for the Southwark Pioneers Fund (the amount to be agreed in a separate forthcoming report to Cabinet);
 - (i) A business case is being prepared for Southwark to support the development of the London Counter Fraud Hub. Appropriate provision will be made of up to £1m over the next seven years, subject to consideration and approval of the business case by the Cabinet Member for Finance, Performance and Brexit. The business case will be completed once negotiations on price and service levels have been concluded between CIPFA (the lead contractor) and the London Borough of Ealing who are currently responsible for clienting the contractual arrangements. These negotiations are currently expected to conclude in January.
 - (ii) The Cabinet Member for Finance, Performance and Brexit will also be recommending the set aside of some resources to act as a special risk reserve to protect the council against the negative effects of Brexit. While the value of the risks are very difficult to quantify, given current status of negotiations, a sum of £2m is proposed in order to ensure that council services are protected. Specifically, these are new financial risks over and above those previously provided for relating to any outcome that may arise from Brexit. Specifically, these include costs arising from supply chain, workforce, property and general economic issues. In any event, support will still be expected from government to compensate for these pressures.
 - (iii) A fund of £2m will be created in support of the Council's Health and Wellbeing Board commitment to mental health, specifically prevention and early help for Southwark's children. Notably, this additional investment will help to support a universal schools pastoral care and counselling provision, maintaining high performance and good practice where it already exists and building capacity and capability if required
69. The following table summarises the London Devolution Reserve commitments:

Initiative	£m
Positive Futures Fund	0.5
Southwark Pioneers Fund	TBC
London Counter Fraud Hub	1.0
Brexit Risk Reserve	2.0
Health and Wellbeing Board commitment to Mental Health	2.0

The balance on the reserve will be kept under review and further reports will be presented to Cabinet to release resources.

70. The financial benefits from the London Business Rates Pooling arrangements also included collective investment through a 'Strategic Investment Pot' designed to

promote economic growth. To date £47 million has been awarded to eight major projects that will benefit London's businesses, with a particular focus on digital infrastructure to boost economic growth, including an £8m allocation to the South London innovation corridor to provide workspace, business support and talent development.

71. The Government recently issued an updated prospectus for the continuation of the pilot devolution pooling arrangement into 2019-20, albeit on less generous terms than 2018-19, and with more risk passed to the council. The Provisional Settlement confirmed the London 75% business rates retention pilot for 2019-20, subject to London councils agreeing to go ahead. The December 2018 Cabinet paper delegated any decisions necessary to continue the council's participation in the Pool to the strategic director of finance and governance in consultation with the Cabinet Member for finance, performance and Brexit.
72. As in 2018-19, the first call on any additional resources generated would be used to ensure that each borough and the GLA receives at least the same amount as it would have without entering the pool. Given the increased risk, and the fact that any growth will not be finalised until September 2020, any additional pooled business rate income will not form part of the 2019-20 budget setting process.

Updated financial remit

73. Through the council's budget cycle, savings and income generation options are presented for consideration which, should these proposals be agreed, contribute towards achieving a balanced budget.
74. The 2019-20 proposals for each Directorate are summarised in the table below and detailed in Appendices C, D, E and F.

	Commitments £000	Efficiencies £000	Income £000	Savings £000	Net impact £000
Adults Social Care	4,739	(4,213)	-	(800)	(274)
Children's Services	3,333	(1,010)	-	(100)	2,223
Education	-	(337)	-	-	(337)
Total Children's and Adults' Services	8,072	(5,560)	-	(900)	1,612
Environment and Leisure	982	(860)	(3,000)	-	(2,878)
Place and Wellbeing	200	(1,207)	(50)	-	(1,057)
Housing and Modernisation	3,900	(676)	-	-	3,224
Chief Executive's	-	(5)	-	-	(5)
Finance and Governance	252	(997)	-	-	(745)
Corporate	2,800	(4,600)	(1,760)	-	(3,560)
Total	16,206	(13,905)	(4,810)	(900)	(3,409)

*Commitments within Children's and adults' Services include £7.422m funded from Improved Better Care Fund and additional grant to support adult's and children's social care.

Pay Award

75. The current budget plans for 2019-20 are based on a projected 2% pay rise for all staff. Significant work is currently underway both nationally and within London to reach agreement on pay awards moving forwards. In part, negotiations will be considering the arguments that local authority pay has been disproportionately suppressed because of the pay cap and that this situation needs rebalancing. Further, there are concerns to ensure that the lower graded staff are adequately paid and that pay differentials remain appropriate. A provision has been included within the budget plans. The position will continue to be monitored and a further update will be included within the report to cabinet in January, including any relevant financial implications.

Inflation

76. The Consumer Price Index (CPI) 12 month rate for November was 2.3% with domestic inflationary pressures expected to build over the coming months. This budgetary pressure is recognised in the budget with a £3.950m allocation for contractual inflationary pressures in 2019-20.

Efficiencies and Improved Use of Resources

77. The fairer future promises contain a commitment to keep council tax low by delivering value for money across all of our services. In part, this is met through ensuring that the council is focussed on meeting the budget gap with proposed efficiency savings. The total budget proposals include efficiency savings of £13.905m (detailed in Appendix C).
78. The indicative budget proposals include £5m of Adult Social Care savings in 2019-20 offset by commitments of £4.7m. This demonstrates the investment of the increased Improved Better Care Fund (£3.2m) in protecting homecare, reablement and bed-based care packages and transformation work to improve the health, wellbeing and resilience of vulnerable residents.
79. In Education Services there are savings and efficiencies of £0.337m as the school improvement service moves towards a fully traded model.
80. Environmental and Leisure Services are proposing total efficiency savings of £0.860m by rationalising litter picking schedules to focus effort where it is most needed; reviewing library operations consistently with the new library strategy and council plan commitments to keep libraries open when people need them; by moving to more environmentally friendly lights and proposed changes in highways sweeping services.
81. Place and Wellbeing directorate are proposing savings of £0.282m through realignment of staffing resources and other efficiencies in service provision and commissioning arrangements and £0.925m savings within the Public Health ring-fenced grant from a combination of efficiencies, service design and economies in commissioning arrangements across the service areas.
82. Finance and Governance are proposing efficiency savings across the department mainly made up of staffing-related savings totalling £0.852m, which reflects the fact that over 70% of the overall expenditure budget is staffing costs. Savings from staffing costs will be achieved through increased efficiency, reduction in caseload and

changing what we do and how we work, to become an organisation that is fit for the future. In addition to the staffing related savings, £0.145m of other savings are proposed relating to modernising council and committee meetings, reductions in printing and postage usage and savings arising from external audit contract procurement.

Income Generation

83. As the council looks for ways to protect front line services, consideration is given to maximising the council's income generation by seeking income streams in line with council policies and priorities. The council will seek to generate additional income by reviewing fees, charges and contributions and seeking further opportunities to provide commercial services. This may include introducing charges for some discretionary services and ensuring that we maximise the recovery of our costs. The schedules at Appendix D set out a number of proposals totalling £4.850m generating additional income.
84. The additional income within the Environment and Leisure Department principally relates to £0.7m on the leisure management contract; £1.2m from the introduction and extension of controlled parking zones; and £0.37m from expanding the car club permit scheme, street advertising; and introducing a night time levy and paid subscription for green waste collections.
85. The decision to invest in Courage Yard will increase commercial rental income resulting in a net benefit to the budget of £1.8m after associated costs.

Savings Impacting on Service Delivery

86. Wherever possible, the aim is to continue to protect front line services from saving reductions. However, the extent of the government austerity measures means that after careful consideration, it is inevitable that some service reductions will be required to balance the budget. The schedules at Appendix E propose savings of £0.9m with potential to impact on service delivery.
87. The significant savings relate to the review of the re-ablement service saving £0.8m.
88. Comprehensive equalities analysis of the impact of these savings will be considered as part of the proposal considerations.

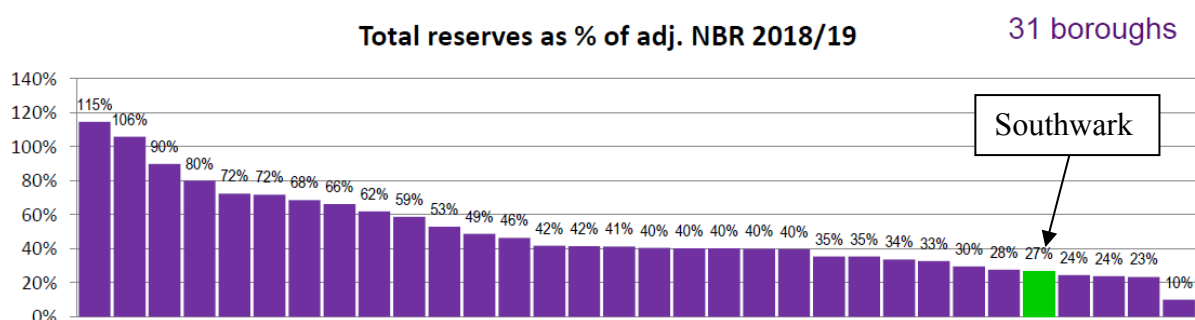
Commitments

89. The commitments within Children's and Adults' services are funded in part from the increase in Improved Better Care Fund allocation of £3.168m and additional grant announced in the governments October Budget of £4.254m.
90. Within Children's Services, commitments include funding of £0.35m for asylum seeking children and £0.3m and the extension of leaving care responsibilities to age 25.
91. Temporary Accommodation and No Recourse to Public Funds continue to be areas of financial pressure. Net commitments of £3.2m and £0.7m are proposed here to ensure these areas of budget risks are sustainable in 2019-20.
92. Other commitments include £0.3m to tackle tree maintenance and inspection work and £0.05m for community toilet scheme.

93. The council of course remains ambitious to deliver a fairer future for all residents and set out comprehensive plans for expanded and new services in its Council Plan for 2018-22, agreed by Cabinet in October and Council Assembly in November. It will be possible to begin delivering on several of these commitments during 2019-20 and this draft budget includes commitments totalling £0.425m to begin the roll-out of Free Healthy School Meals to children in our council nursery schools and school nurseries, to ensure every primary school child is able to see a theatre performance and to offer free swimming lessons to local residents.
94. A detailed list of all commitments can be found in Appendix F. The overarching theme of these commitments is to ensure that service budgets are sustainable, particularly in the context of the reduced availability of reserves to support budget pressures.

Use of Reserves and Balances

95. The council retains a level of earmarked reserves and these are reported each year within the annual statement of accounts. These reserves are maintained to fund:
- invest to save opportunities, which form part of the modernisation agenda and are expected to deliver future ongoing revenue savings;
 - investment in regeneration and development where spend may be subject to unpredictable market and other factors;
 - exceptional items or pressures which are difficult to predict and which are not included in revenue budgets or within the capital programme.
96. For a number of years previously, the council had planned for the use of reserves to help smooth the impact of government funding reductions and other budget pressures especially during the period of austerity. Not only did this help to protect council services but it has also allowed time to transition towards new ways of working, productivity improvements and efficiencies.
97. The level of balances remains subject to the scrutiny of the section 151 officer who must ensure that any one off contributions to the budget is appropriate and affordable. In previous years, this judgment has been facilitated by the availability of unused contingency funds as budgets have met their targets. The budget proposals for 2019-20 do not include a planned release of reserve.
98. London Councils conducted a financial stress survey across London that included reviewing the levels of reserves. As demonstrated by the below graph, the council levels of reserves are low relative to the councils budget requirements and other councils. This remains a concern in the context of Southwark's ambitious programme for regeneration and revenue cost pressures across services.



Planned Corporate Contingency

99. It is proposed that the planned corporate contingency of £4m be maintained to support emerging budget pressures during the year. In the current and previous years, this contingency has been essential to manage in year demand and cost pressures. Within the commitments is a proposal to create a Brexit contingency to manage the growing economic and social risks.

Consultation

100. High-level consultation was conducted on the three-year budget proposals for 2016-17 to 2018-19. The consultation responses received were consistent with prior years' consultations, and were used to inform the budget proposals. A substantial majority of those who responded to this consultation agreed that the council should continue to focus on being more efficient, protecting frontline services and directing resources to those most in need and this is reflected in the budget proposals.
101. Since then consultation on the Voluntary and Community strategy was conducted to ensure that all sections of the voluntary and community sector could contribute to the development of the strategy, and a series of four open invitation listening events was held which attracted over 200 people. The listening events took place in an atmosphere of goodwill. There was also recognition of the need to find new ways of making the most of diminishing budgetary resources. There has also been consultation on the development of the policy and policy drafts through the Health and Wellbeing Board, Children's and Adults' Board, the Forum for Equalities and Human Rights, the council's departmental commissioning network and the council/VCS Liaison Group.

Next Steps

102. The next main governance steps to establishing the 2019-20 general fund revenue budget are outlined in the table below:

Date	Meeting	Report	Purpose
22/01/2019	Cabinet	P&R strategy	Select proposed solutions for meeting the budget challenge
28/01/2019	Overview and Scrutiny	P&R strategy	Comment on and make recommendations in respect of the cabinet's proposed 2019-20 budget
05/02/2019	Cabinet	P&R strategy	Recommend a balanced budget for 2019-20 to Council Assembly
27/02/2019	Council Assembly	P&R strategy	Council Tax setting and approve a balanced budget for 2019-20

Community impact statement

103. The council works in accordance with the single public sector equality duty contained within section 149 of the Equality Act 2010. This means the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and advance equality of opportunity and foster good relations between different

groups.

104. Transparency and fairness form part of the seven budget principles and are an underlying principle in the Council Plan. As with the budget for 2018-19 and for previous years, each department will undertake equality analysis/screening on its budget proposals ahead of the final decisions being taken. Where screenings identify potential impacts, more detailed analysis is being carried out.
105. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on different groups. The analysis also considers if there may be any unintended consequences and how any of these issues can be mitigated. Analysis is also undertaken to consider any crosscutting and organisation-wide impacts.
106. For many services the budget proposals will include efficiencies which have staffing implications. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
107. Equality analysis will continue through the cycle of planning and implementation of these budget proposals. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way to not impact disproportionately on any specific section or group in our community. Where necessary, consultation will be undertaken alongside mitigating actions where necessary. In line with the process across the council, information on the equality analysis will be shared with the relevant cabinet members so it can be considered when decisions are taken. The equality analyses will be collated across the council to look for any cumulative impacts.
108. To date no cumulative impacts have been identified through the analysis. However, this process will be completed in time to be reported on in the final budget report in January 2019.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

109. The constitution determines that cabinet consider decisions regarding the strategic aspects of the regulation and control of the council's finances. The council has a legal obligation to set a balanced budget on an annual basis as prescribed in the Local Government and Finance Act 1992 and associated Regulations. The issues contained in this report will assist in the future discharge of that obligation.
110. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
 - Eliminate unlawful discrimination harassment and victimisation
 - Advance equality of opportunity between people who share protected characteristics and those who do not
 - Foster good relations between people who share protected characteristics and those who do not.
111. Decision makers must understand the effect of policies, practices and decisions on

people with protected characteristics.

112. Equality analysis is the mechanism by which the council considers these effects. The report sets out how it is proposed equality analysis will be undertaken in relation to the budget proposals.
113. It is essential that cabinet give due regard to the council's duty under the Equality Act 2010 and the implications for protected groups in the context of that duty in relation to this decision and future decisions on the budget proposals.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy: 2019-20 Updated Financial Remit	160 Tooley Street PO Box 64529 London SE1P 5LX	Rob Woollatt 020 7525 0614
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s77446/Report%20Policy%20and%20Resources%20Strategy%20revenue%20monitoring%20report%20including%20treasury%20management%20018.pdf		
Council's Fairer Future Budget Principles approved by cabinet (September 2015).	160 Tooley Street PO Box 64529 London SE1P 5LX	Rob Woollatt 020 7525 0614
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s56454/Report%20and%20appendices%202016-17%20PR%20Scene%20setting.pdf		

APPENDICES

No:	Title
Appendix A	Indicative Budget Proposals 2019-20
Appendix B	Departmental Narratives 2019-20
Appendix C	Proposed Efficiencies and Improved Use of Resources 2019-20
Appendix D	Proposed Income Generation 2019-20
Appendix E	Proposed Savings Impacting on Service Delivery 2019-20
Appendix F	Proposed Commitments 2019-20

AUDIT TRAIL

Cabinet member	Councillor Victoria Mills, Finance, Performance and Brexit	
Lead officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report author	Rob Woollatt, Interim Departmental Finance Manager	
Version	Final	
Dated	14 January 2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to constitutional team		14 January 2019

Indicative Budget Proposal 2019-20

	2018-19 Budget Agreed Feb 18 £m	2019-20 Budget Proposals Dec 18 £m	2019-20 Budget Proposals Jan 19 £m
Resources			
Retained Business Rates	(164.617)	(156.346)	(125.972)
Business rates top-up	6.177	6.553	(23.903)
Revenue Support grant			
Total Settlement Funding Assessment (DCLG)	(158.440)	(149.793)	(149.875)
Public Health Grant	(27.469)	(26.744)	(26.744)
Section 31 Grant	(2.320)	(4.281)	(4.281)
New Homes Bonus	(11.398)	(12.318)	(12.830)
Additional Social Care Grants (Autumn Budget announcement)		(4.254)	(4.254)
Specific grants	(41.187)	(47.597)	(48.109)
Improved Better Care Fund (note 1)	(8.088)	(13.529)	(13.529)
Supplementary IBCF (March 2017)	(4.497)	(2.223)	(2.223)
Improved Better Care Fund	(12.585)	(15.752)	(15.752)
Total Government Funding	(212.212)	(213.142)	(213.736)
Business Rate Retention growth	(21.750)	(25.000)	(25.000)
Business Rate Retention collection fund surplus	(3.970)	(1.158)	(1.158)
Council Tax baseline	(98.543)	(107.322)	(107.322)
Council tax change - 2018-19	(2.947)		(3.209)
ASC Council Tax precept - Nil in 2019-20	(2.956)		
Council Tax Collection Fund surplus	(5.663)	(3.500)	(3.860)
Total revenue from council tax	(135.829)	(136.980)	(140.549)
Total funding before contribution from balances	(348.041)	(350.122)	(354.285)
Current contribution (from)/to balances			
A . Total Resources	(348.041)	(350.122)	(354.285)
	(294.269)	(286.773)	(290.424)
Previous Years Budget	325.478	348.041	348.041
Inflation			
Employees pay award, 2% per annum	4.200	4.500	4.500
Contractual inflation	3.947	3.950	3.950
Existing inflation provision		(2.606)	(2.606)
Capital financing		3.809	3.809
Commitments & Contingency			
Growth and Commitments	32.625	14.236	16.206
B . Budget before savings and efficiencies	366.250	371.930	373.900
Net Shortfall before Savings and efficiencies (Current year A+B)	18.209	21.808	19.615
Savings			
Effective use of resources and efficiencies	(10.928)	(14.005)	(13.905)
Income Fees and Charges	(7.281)	(3.050)	(4.810)
Other Savings		(0.900)	(0.900)
C. Total Savings	(18.209)	(17.955)	(19.615)
D. Total budget (Current Year B + C)	348.041	353.975	354.285
E. Funding Shortfall / (Surplus)	0.000	3.853	(0.000)

APPENDIX B**CHIEF EXECUTIVE****Overview**

- B.1. The Chief Executive's department comprises the Chief Executive's Office and External Affairs Team.
- B.2. The Chief Exec's Office supports the Chief Executive and chief officer leadership team in translating political vision into projects and programmes across the council as well as supporting effective scrutiny function and management of the opposition office. The division also includes the emergency planning and resilience team, therefore creating a direct line between the Chief Executive as the council's most senior responsible officer and the team.
- B.3. The External Affairs division comprises policy and public affairs; media; marketing; and cabinet support. As well as this, we manage internal communications for the council and the administration's political assistant. Our services are responsible for managing and enhancing the standing of the council through the development of external and internal communications, public affairs, policy projects and initiatives. The total general fund net budget for the department for 2018-19 is £3.2m.

CHILDREN'S AND ADULTS' SERVICES

Overview

- B.4. As reported to Cabinet in September 2018, Children's and Adults' services are forecasting balanced budgets in a context which remains very challenging. Despite ever-increasing demand and cost pressures and uncertainty surrounding the future of funding for social care, the department's transformative approach to prevention, early help and effective support is paying dividends, both in budgetary terms and importantly through quality outcomes for service users.
- B.5. Whilst a break-even position is forecast for social care services and core education in 2018-19, the ring-fenced Dedicated Schools Grant (DSG) continues to be of concern. A strong lobbying stance has been taken with Government with regard to the inadequacy of funding (including for 16-25yr olds) and also the need for flexibility on DSG block transfers, however even this will become challenging, noting the worsening position for our schools from the National Funding Formula (NFF) and falling rolls. The council is working closely with Southwark Schools Forum to develop a DSG budget recovery plan for the medium to long term and within the council the Budget Recovery Board will bring oversight, challenge and support to this process.
- B.6. The indicative budget to be agreed at Council Assembly in February 2019 proposes Adult Social Care efficiencies for 2019-20 of £5m offset by commitments of £4.7m. This demonstrates the investment of the increased Improved Better Care Fund (£3.2m) in protecting homecare, reablement and bed-based care packages and transformation work to improve the health, wellbeing and resilience of vulnerable residents. It also reflects the allocation of £1.6m one-off funding for Adult Social Care announced in the Autumn Budget statement.
- B.7. Children's services continue to manage within budget despite demand and cost pressures, building on the progress already made through practice and service transformation. Rising demand and cost pressures such as unaccompanied asylum seeking children and leaving care responsibilities contribute to a significant challenge as these new duties have been inadequately funded by Government. Recognising these issues, a net budgetary increase of £2.2m is proposed comprised of £1.1m of savings offset by £3.3m of commitments.
- B.8. In Education, reduced grant and funding continue to impact upon the budget, as well as the increasing demand for statutory SEN education and home to school transport. In 2019-20 for Education there are savings and efficiencies of £0.3m as the school improvement service moves towards a fully traded model.
- B.9. With regard to the Dedicated Schools Grant (DSG), which funds schools, special needs education, early years and some central education functions, the final grant for 2019-20 for the Schools Block is expected in December 2018. There have been very modest increases to both schools and high needs funding in 2018-19.
- B.10. There are significant pressures on the high needs block in 2018-19 due to demand and cost pressures across settings and there is insufficient funding from Government to recognise this. As at 31 March 2018 there was an accumulated DSG deficit of £4.1m, which is forecast to increase to £11m by the end of 2018-19. The council continues to work with the Southwark Schools Forum on a DSG deficit recovery plan which includes proposals for reductions in central retentions, block transfers as well as reductions in funding to settings. This will be subject to full consultation and equalities impact assessment. We will concurrently lobby Government for fair funding.

Equalities Analysis

- B.11. Initial equalities analysis has been undertaken for each proposal. Consultations have been and will be undertaken for proposals relating to service changes where appropriate. Impact is mitigated by alternative offers of services, support or personal budgets as per service user choice in line with Care Act eligibility, national legislative thresholds and Government guidance; other services are discretionary and universal.
- B.12. Further equality analysis is under way and will be collated to look for any cumulative impacts. In line with the process across the council, information on equality analysis will be shared with decision-makers for consideration before any decisions are taken.
- B.13. Southwark Council's Fairer Future Promises are reflected in the proposals set forth as is a shift upstream to prevention and early help, recognising the evidence base and the outcomes that can be achieved by offering our residents the right support at the right time, and working in their best interests.

ENVIRONMENT AND LEISURE

Overview

- B.14. The Environment and Leisure department delivers services that make a real difference to the everyday lives of all residents and visitors. The majority of the operations are frontline services: they physically improve the environment; they provide opportunities for health and enjoyment, support knowledge and learning or help improve safety and confidence. The department comprises two directorates, Environment and Leisure.
- B.15. The department aims to make Southwark's neighbourhoods great places to live, places that are clean, safe and vibrant and where activities and opportunities are accessible to all. We work with our partners to improve health and wellbeing for all our residents.
- B.16. The 2018/19 net general budget for the department is £65.6m. The department over the last seven years has achieved savings of £30.2m. The savings options would be delivered alongside the considerable capital spend across the department.
- B.17. For the forthcoming year, 2019/19, the department has identified a number of savings options amounting to £3.86m:
- Efficiencies and Improved Use of Resources £0.86m
 - Income Generation £3.0m

Efficiencies and Improved Use of Resources

- B.18. Efficiency savings of £0.34m are being proposed in our cleansing operations by rationalising our litter picking schedules to focus effort where it is most needed. We are also reviewing our library operations, consistently with our new library strategy and the council plan commitments to keep libraries open when people need them. We expect to save £0.1m on our street lighting budget by the move to more environmentally friendly lights and savings of £0.17m are proposed in overnight sweeping as services are being reconfigured with early morning hot-spot cleaning to minimise the impact on service provision.

Income

- B.19. The council, like a number of other councils, is adopting a more commercial approach to its activities and is proposing to generate additional income of £3m in 2019-20.
- B.20. The department will seek to expand its income streams in a variety of ways which includes additional income expected of £0.7m on our leisure management contract. The introduction of controlled parking zones which have already been agreed will bring in £0.5m and meeting the predicted future resident demand for controlled parking zones is expected to generate a further £0.7m. The department also expects to generate additional income of around £0.370m by expanding car club permit scheme and street advertising. The department is also proposing to follow the example of many other London boroughs, by introducing a night time levy and paid subscription for fortnightly green waste collections.

Commitments

- B.21. Several initiatives arising from the council plan commitments totalling £0.375m are proposed for 2019-20. These will enable us to set up a community toilet scheme, protect Southwark's biodiversity, re-open the Blue Youth Club, introduce free swimming

lessons while we work to develop the expansion of free swim and gym, and start to roll out free visits to the theatre for primary school children.

- B.22. In addition, we have carried out a thorough review of our tree stock and the regime for maintenance and inspection. The number of trees that we are responsible for has now been more accurately recorded as 82,000, and to ensure the correct frequency of inspections and maintenance, we are increasing the budget for trees by £0.3m.
- B.23. Other commitments include £0.170m increased revenue resources for Newington Library and Heritage Centre, £0.082m rent increase at Sandgate depot and £0.055m electricity costs from installation of lamp column vehicle charging points.

PLACE AND WELLBEING DEPARTMENT

- B.24. The department consists of four divisions: Regeneration, Planning, Public Health and Community Engagement.
- B.25. The department leads on the council's major regeneration schemes, social regeneration and is responsible for developing policies to guide land use and long-term physical development in Southwark.
- B.26. The department also aims to improve the health and wellbeing of Southwark's residents and to reduce health inequalities by working closely with local communities, CCG, NHS and the Voluntary Sector and promoting asset based community development in partnership with the voluntary and community sector.
- B.27. The total general fund net budget for the department for 2018/19 is £6.2m and savings of £332k are proposed for 2019/20 across the department (excluding the Public Health areas). Savings totalling £212k are delivered through realignment of staffing resources and other efficiencies in service provision and commissioning arrangements. The remaining £120k is being achieved from increased income on planning fees and property leases.
- B.28. The Public Health service is funded from a ring-fenced grant of £27.4m and savings of £925k are proposed in line with the expected reduction in grant for 2019/20. These savings are being achieved from a combination of efficiencies, service design and economies in commissioning arrangements across the service areas.

FINANCE AND GOVERNANCE

Overview

- B.29. The Finance and Governance Department includes the Director's office which provides strategic leadership for the department and s151 responsibilities; Exchequer Services which encompasses revenues and benefits and housing rent collection, as well as the financial transaction processing teams; the Law and Democracy division responsible for electoral, constitutional and legal services; Professional Financial Services (finance, audit and procurement teams); and the Financial and Information Governance Team.
- B.30. In supporting the Fairer Future promises of the council, the department's vision is to "make a positive difference everywhere we engage" and to be "efficient and effective in all that we do". Specifically, Finance and Governance endeavours to help the council to "manage every penny as carefully as local families look after their own household budgets". This budget proposes efficiency savings of £0.997m and commitments of £0.252m.

Efficiencies and Improved Use of Resources

- B.31. The efficiency savings across the department are mainly made up of staffing-related savings totalling £0.852m which reflects the fact that over 70% of the overall expenditure budget is staffing costs. Savings from staffing costs will be achieved through increased efficiency, reduction in caseload and changing what we do and how we work, to become an organisation that is fit for the future.
- B.32. In addition to the staffing related savings, £0.030m of the savings proposed relate to efficiencies from modernising council and committee meetings; £0.030m from reduction in printing and postage usage from Elections and Registration services; £0.030m from reduced business support provision to legal services; and £0.055m savings arising from external audit contract procurement.

Commitment

- B.33. Professional Finance Services is proposing a commitment of £0.095m to re-create a technical financial planning and accounting resource to improve understanding of, and planning for, the changing environment for local government funding and £0.075m to increase resources in the anti-fraud team in order to better detect and prevent fraud.

Equality Analysis

- B.34. As specific proposals are brought forward, and at each stage of implementation thereafter, the impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

HOUSING AND MODERNISATION

Overview

- B.35. Housing and Modernisation (H&M) delivers a diverse range of services funded from both the general fund and the ring-fenced housing revenue account (HRA) for landlord services. In delivering the council's vision, as outlined in the Fairer Future Promises, the department aims to maximise investment in its housing stock, build new council homes at council rents and improve performance in all core service areas. The aspiration is to work closely with residents to deliver consistently high quality services, achieve better value for money and continue to support the most vulnerable residents, particularly those in need of temporary housing or who have no recourse to public funds (NRPF).
- B.36. Budget proposals are set in the context of the department's continued commitment to protect frontline services as far as possible. For 2019-20 greater efficiency and improved use of resources will deliver savings of £0.6m, plus a further £0.1m impacting on service provision. However, commitments total £3.9m net (£5.9m gross) in respect of temporary accommodation and NRPF specifically. Further detail on the principal budgetary proposals for 2019-20 is outlined below.

Asset Management

- B.37. Services comprise aids and adaptations, handypersons and private sector housing renewal and empty homes. Savings achieved through the rationalisation of management across these functions were delivered in 2018-19 without impacting on service delivery but there are no opportunities to deliver further savings at this juncture.

Communities

- B.38. The division is responsible for consultation and community engagement with council tenants, homeowners and residents, the civic office, community safety, Prevent and child sexual exploitation and No Recourse to Public Funds (NRPF), which is a persistent budgetary pressure.
- B.39. The council has made good progress in managing caseload, but determination of a client's status rests with the Home Office and while cases are proactively escalated, the process is protracted and ultimately not directly within the council's control. Demand remains volatile and the cost/availability of suitable accommodation challenging. The outturn forecast for 2018-19 has been revised following recent procedural changes which have impacted the rate of case resolution and this upward pressure is expected to continue into 2019-20 requiring a further commitment of £0.7m to maintain the budget at a sustainable level going forward.

Resident Services

- B.40. Services comprise travellers' sites and supported housing management, which has shared funding arrangements with the HRA. The realignment of the base budget requirement for the Devonshire Grove temporary traveller's site means the saving of £62k can be achieved without any detrimental service impact.

Modernisation

- B.41. The modernisation division incorporates information technology and digital services (ITDS), human resources (HR), corporate facilities management (CFM) and organisation

transformation (OT). These services are of a corporate nature and underpin the modernise agenda.

- B.42. Facilities management are responsible for ensuring the council's operational estate is both compliant with health and safety regulations and fit for purpose for staff and service users. Cabinet approved a commitment in the current year in order to address inherent budget pressures and stabilise the position going forward. The two existing service provider contracts will co-terminate in June 2020, and a procurement strategy report detailing options for the future delivery of FM services will be considered by Cabinet imminently, which could potentially cost more than the existing arrangements due to external market conditions. Overall there is little scope for savings to be made in this area, other than two small-scale initiatives expected to deliver £0.147m in 2019-20.
- B.43. The ICT shared service is still at a relatively early stage of development and there remains a huge amount of work to do to realise the material service benefits and potential efficiencies that a stable, resilient and quality ICT service can bring to the organisation. This has been underpinned by significant capital and revenue commitments and whilst the underlying financial model remains robust in terms of business as usual, there are some additional one-off pressures coming through in the current year which may not be containable within the contingency sum built into the I model. Looking forward, there is currently no expectation that any cashable savings will materialise in 2019-20.
- B.44. Reorganisation and rationalisation of the HR and OT services during 2019-20 will deliver savings of £0.272m without impacting service delivery.

Customer Experience

- B.45. The division is responsible for a diverse range of functions including the customer service centre (CSC), customer resolution, concessionary travel, registrars and citizenship, coroners and mortuary services and housing solutions/temporary accommodation. Over time the proportion of HRA related activity delivered by the customer service centre has increased and following a detailed review, primary accountability for it moved to the HRA. The general fund proportion of savings arising from the CSC and other jointly funded activities across the division is £0.195m for 2019-20.

Temporary Accommodation (TA) and Housing Solutions

- B.46. Southwark is recognised nationally as a leading authority in homelessness prevention, but this remains a particularly challenging area as a result of statutory and policy obligations, increasing demand, restricted housing supply and the impact of Universal Credit (UC) on collection performance.
- B.47. Current cost projections indicate a budget shortfall of £3.5m in 2018-19, rising to £5.2m in 2019-20 predicated on the number of households supported in temporary accommodation increasing at a similar rate as the current year. Notwithstanding these cost pressures, cost reductions can also be achieved. These may be addressed through the restructuring of the Housing Solutions service to deliver operational efficiencies and through changes in policy and procedures which will be subject to review. Overall, subject to the actions described above, the minimum net commitment required for 2019-20 is £3.2m.

B.48. The availability of HRA estate voids (predominantly on Aylesbury) is key to alleviating the current budget pressure for TA, which would otherwise be much greater, but as regeneration progresses the number and incidence of properties will decline adding additional pressure to find suitably affordable housing.

Equalities Assessment Summary

B.49. The department undertakes equality analysis/screening on its budget proposals ahead of final decisions being taken. This helps to understand the potential effects that the budget proposals may have on different groups and whether there may be unintended consequences and how such issues can be mitigated. Analysis is also undertaken to consider any cross-cutting and organisation-wide impacts and continues through the cycle of planning and implementation of these proposals

B.50. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way so as to not impact disproportionately on any specific section or group in our community. Where necessary, consultation will be undertaken alongside mitigating actions where necessary. In line with the process across the council, information on the equality analysis will be shared with the relevant cabinet members so it can be considered when decisions are taken. To date no cumulative impacts have been identified through the analysis.

CORPORATE

Overview

B.51. The Corporate budgets include technical accounting budgets such as Minimum Revenue Provision (MRP), treasury income and costs, pension related costs and budgets which impact across the wider council. The £4m contingency budget also sits within corporate to support the wider budget risks.

B.52. For 2019-20, revenue savings of £4.600m have been identified from improved use of resources and commitments of £3.809m.

Efficiencies and Improved Use of Resources

B.53. In accordance with the approved Minimum Revenue Provision policy it is proposed to utilise the flexibility to apply capital resources to fund MRP, reducing the charge to the revenue budget by £4.600m.

Commitments

B.54. As indicated in capital monitoring and treasury management reports, the council has an underlying need to borrow in order to fund the council's capital investment programme. A commitment is included to reflect the additional interest and minimum revenue costs of this for 2019-20, totalling £3.809m.

Equality Analysis

B.55. There are no equality analysis implications for these proposals.

	2019-20
	£000
Children's and Adults' Services	(5,560)
Housing and Modernisation	(676)
Environment and Leisure	(860)
Places and Wellbeing	(1,207)
Finance and Governance	(997)
Chief Executive's	(5)
Corporate	(4,600)
	<u>(13,905)</u>
Adults' Social Care	(4,213)
Children's Services	(1,010)
Education	(337)
Total Children's and Adults' Services	<u>(5,560)</u>
Public Health	<u>(925)</u>

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Children's and Adults' Services	Adults' Social Care	101	Cllr Jasmine Ali	Bed-Based Care rationalisation - contract management, joint work with NHS and earlier help and community support and reablement	(2,500)	Any impact to be mitigated by reviews of care packages.
Children's and Adults' Services	Adults' Social Care	102	Cllr Jasmine Ali	Care at Home reviews in line with Care Act and enhanced community provision via Hubs	(1,213)	Any impact to be mitigated by reviews of care packages.
Children's and Adults' Services	Adults' Social Care	103	Cllr Jasmine Ali	Workforce - last phase of re-structure delivered through vacancies and turn-over	(500)	See comments. Any formal change to structures would address EA issues as a part of standard council procedures.

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Children's and Adults' Services	Children's Services	104	Cllr Jasmine Ali	Management restructure full year effect	(500)	
Children's and Adults' Services	Children's Services	105	Cllr Jasmine Ali	Implementation of Sufficiency Strategy to increase in-house fostering and thereby reduce reliance upon agency fostering	(250)	
Children's and Adults' Services	Children's Services	106	Cllr Jasmine Ali	Reduction in subsidy for the non statutory Clinical Service due to undertaking more assessment work in-house, commissioning less and NHS funding	(260)	
Children's and Adults' Services	Education	107	Cllr Jasmine Ali	Management restructure in Education Service – phase II of agreed organisational change	(50)	
Children's and Adults' Services	Education	108	Cllr Jasmine Ali	Reduction in subsidy as a further step towards fully traded school improvement service in line with strategy	(100)	
Children's and Adults' Services	Education	109	Cllr Jasmine Ali	Ceasing the subsidy for day nursery provision following an earlier reshape of service provision in the light of changing need	(100)	
Children's and Adults' Services	Education	110	Cllr Kieron Williams	Adult Learning College contribution to management overheads in Education service	(87)	
Housing and Modernisation	Customer Experience – excluding Temporary Accommodation/ Housing Solutions	111	Cllr Stephanie Cryan	Cumulative General Fund savings arising from rationalisation of customer serves provision	(195)	No impact on service users, savings in back office costs. Potential impact on staff.
Housing and Modernisation	H&M Councilwide	112	Cllr Stephanie Cryan	Council-wide postage contract with Royal Mail – default to second class postage, cease franking and move to pre-paid	(92)	No/minimal impact on staff or service users
Housing and Modernisation	Modernise – CFM	113	Cllr Stephanie Cryan	Invest to Save – accelerate installation of LED lighting in Tooley Street complex (part year effect year 1)	(55)	No impact on service users.

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Housing and Modernisation	Modernise – HR	114	Cllr Stephanie Cryan	Rationalisation of equipment, supplies and services budget	(35)	No impact on service users.
Housing and Modernisation	Modernise – HR	115	Cllr Stephanie Cryan	Realignment of temporary staffing fee income budget to reflect projected activity	(100)	No impact on service users.
Housing and Modernisation	Modernise – OT	116	Cllr Stephanie Cryan	Realignment of apprentice training budget, costs now recoverable through Apprentice Levy	(35)	No impact on service users.
Housing and Modernisation	Modernise – OT	117	Cllr Stephanie Cryan	Rationalisation of equipment, supplies and services budget	(35)	No impact on service users.
Housing and Modernisation	Modernise – OT	118	Cllr Stephanie Cryan	Planned expiration of two fixed-term posts as part of previous restructuring proposals	(67)	No impact on service users.
Housing and Modernisation	Resident Services	119	Cllr Stephanie Cryan	Devonshire Grove temporary travellers' site – realignment of base budget requirement	(62)	No impact on service users.
Environment and Leisure	Culture	120	Cllr Rebecca Lury	Complete a total review of the library service to streamline and modernise service provision without closing libraries. Reshape library opening hours to meet the needs of residents and feedback following the recent Library and Heritage strategy consultation, and to contribute to these savings	(250)	
Environment and Leisure	Traded Services	121	Cllr Victoria Mills	Lower maintenance costs arising from investment in new efficient and environment friendly street lighting	(100)	
Environment and Leisure	Waste and Cleaning	122	Cllr Richard Livingstone	Review litter picking and permanent presence to ensure service is delivered where needed and at the right frequency	(340)	
Environment and Leisure	Waste and Cleansing	123	Cllr Richard Livingstone	Cease the use of mechanical sweepers overnight in our town centres and main roads where this duplicates daytime activity	(30)	

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Environment and Leisure	Waste and Cleansing	124	Cllr Richard Livingstone	Replace overnight manual sweeping with early morning hot-spot cleaning	(140)	
Places and Wellbeing	Community and voluntary sector engagement	125	Cllr Rebecca Lury	Reduction in IAG (Information Advice and Guidance) contract - offset by new commitment in Exchequer Services to reflect increase in demand for support regarding Universal Credit	(82)	
Places and Wellbeing	Planning	126	Cllr Johnson Situ	Reduction in staff costs	(50)	
Places and Wellbeing	Property Services	127	Cllr Victoria Mills	Ongoing review of commercial rents/leases and savings in running expenses	(75)	
Places and Wellbeing	Public Health	128	Cllr Evelyn Akoto	Efficiencies in funding the Southwark Exercise on Referral Programme through better administration and digitalisation	(25)	
Places and Wellbeing	Public Health	129	Cllr Evelyn Akoto	Realignment of the work of Southwark Smoking Cessation Service to focus on hard to engage smokers and align with NHS funded activities	(70)	
Places and Wellbeing	Public Health	130	Cllr Evelyn Akoto	Efficiencies in the delivery of the Southwark Free Healthy School Meals programme due to declining school rolls and promoting greater uptake of the national free school meal programme	(250)	
Places and Wellbeing	Public Health	131	Cllr Evelyn Akoto	Savings from the roll out of the integrated sexual health tariff across London trusts.	(300)	
Places and Wellbeing	Public Health	132	Cllr Evelyn Akoto	Redevelopment of the healthy schools programme with increased integration of activities into existing and enhanced school health offers and infrastructure	(100)	
Places and Wellbeing	Public Health	133	Cllr Evelyn Akoto	Efficiencies in substance misuse budget allocation across a range of service areas due to changing population profiles and improved commissioning of services	(180)	
Places and Wellbeing	Regeneration North, South, Capital Works & Development	134	Cllr Johnson Situ	Ongoing review of Business Unit forward plans and related commitments including reduced running costs	(75)	

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Finance and Governance	Exchequer Services	135	Cllr Victoria Mills	Reduction in need for manual processing and administration due to improvements in functionality from recent changes to SAP and associated systems	(92)	No/minimal impact on staff or service users
Finance and Governance	Exchequer Services	136	Cllr Victoria Mills	Rationalisation of requirements for staffing resources following improvements and efficiencies in working practices and digitalisation of customer contact and engagement	(310)	
Finance and Governance	Exchequer Services	137	Cllr Victoria Mills	Reduction in Benefits staffing due to caseload reduction from ongoing Universal Credit transition	(200)	
Finance and Governance	Financial and Information Governance	138	Cllr Victoria Mills	Reduction to staffing budget following completion of service restructuring (Completed in 2018/19)organisation	(30)	No impact on service users, savings on back office costs. Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
Finance and Governance	Financial and Information Governance	139	Cllr Victoria Mills	Reduction in external audit contract budget in line with revised fee structure	(55)	No impact on service users.

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Finance and Governance	Law and Democracy	140	Cllr Victoria Mills	Implement a post-reorganisation review to deliver a more efficient structure and processes within the Elections Team	(20)	The review will contain a baseline Equalities Impact assessment.
Finance and Governance	Law and Democracy	141	Cllr Victoria Mills	Reduction in printing and postage usage and cost from Elections and Registration services	(30)	No/minimal impact on staff or service users
Finance and Governance	Law and Democracy	142	Cllr Victoria Mills	The digitalisation and other efficiencies in the operation of council meetings has led to a reduction in the budgetary requirement for support costs	(30)	Support and training has been provided to all members where requested to develop their digital skills. Live streaming of meetings is more inclusive.
Finance and Governance	Law and Democracy	143	Cllr Victoria Mills	Review of staffing resource required within Constitutional Team	(40)	
Finance and Governance	Law and Democracy	144	Cllr Victoria Mills	Reduction in the requirement for legal advice in relation to contracts and employment as well as use of specialist external solicitor frameworks	(110)	
Finance and Governance	Law and Democracy	145	Cllr Victoria Mills	Reduced business support provision to legal services	(30)	
Finance and Governance	Professional Finance Service	146	Cllr Victoria Mills	Following completion of structural review of PFS, further reduction in available staffing resources to be mitigated by enhanced business partnering approach and necessary improvements to financial management system	(50)	
Chief Executive's	Chief Executive Office	147	Cllr Peter John	Reduction in member expenses budget	(5)	
Corporate	Strategic Finance	148	Cllr Victoria Mills	Review of funding of provision for debt repayments (MRP) in accordance with Regulations and the Council's approved MRP Policy. Regulations provide flexibility for authorities to choose to fund MRP from capital and/or revenue resources.	(4,600)	
Total					(13,905)	

	2019-20
	£000
Children's and Adults' Services	-
Housing and Modernisation	-
Environment and Leisure	(3,000)
Places and Wellbeing	(50)
Finance and Governance	-
Chief Executive's	-
Corporate	(1,760)
	<u>(4,810)</u>
Adults' Social Care	-
Children's Services	-
Education	-
Total Children's and Adults' Services	<u>-</u>
Public Health	<u>-</u>

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Environment and Leisure	Parks and Leisure	201	Cllr Rebecca Lury	Expected increase in leisure management contract income	(700)	
Environment and Leisure	Parks and Leisure	202	Cllr Rebecca Lury	Introduce parking charges in parks across the borough	(200)	
Environment and Leisure	Regulatory Services	203	Cllr Richard Livingstone	Introduction of CPZs in Denmark Hill and Thorburn Square	(500)	
Environment and Leisure	Regulatory Services	204	Cllr Richard Livingstone	Predicted extension of CPZ's in other parts of the borough in response to local resident demand	(700)	
Environment and Leisure	Regulatory Services	205	Cllr Richard Livingstone	Expansion of car club bays and operations	(220)	
Environment and Leisure	Regulatory Services	206	Cllr Richard Livingstone	Increase in income generated by on street advertising	(150)	
Environment and Leisure	Regulatory Services	207	Cllr Victoria Mills	Introduce Night Time Levy subject to consultation	(200)	

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Environment and Leisure	Waste and Cleansing	208	Cllr Richard Livingstone	Introduce paid subscription for Green Waste collections in line with majority of London boroughs	(330)	
Places and Wellbeing	Planning	209	Cllr Johnson Situ	Growth in planning application fee income arising from increases in fee rates set by government	(50)	
Corporate	Corporate	210	Cllr Victoria Mills	Net increase in commercial portlio income from acquisition of Courage Yard	(1,760)	
Total					(4,810)	

	2019-20
	£000
Children's and Adults' Services	(900)
Housing and Modernisation	-
Environment and Leisure	-
Places and Wellbeing	-
Finance and Governance	-
Chief Executive's	-
Corporate	-
	<u>(900)</u>
Adults' Social Care	(800)
Children's Services	(100)
Education	-
Total Children's and Adults' Services	<u>(900)</u>
Public Health	<u>-</u>

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Children's and Adults' Services	Adults' Social Care	312	Cllr Jasmine Ali	Reduced costs to be realised through transition from the old model to new model, joint work with NHS, rationalisation of premises, e.g. the move to Castlemead and the All Age Disability Service	(800)	Any impact to be mitigated by reviews of care packages.
Children's and Adults' Services	Children's Services	313	Cllr Jasmine Ali	Realignment of Special Guardianship Order fees to Department for Education (DfE) level	(100)	
Total					(900)	

	2019-20
	£000
Children's and Adults' Services	8,072
Housing and Modernisation	3,900
Environment and Leisure	982
Places and Wellbeing	200
Finance and Governance	252
Chief Executive's	-
Corporate	2,800
	<u>16,206</u>
Adults' Social Care	4,739
Children's Services	3,333
Education	-
Total Children's and Adults' Services	<u>8,072</u>
Public Health	<u>200</u>

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Children's and Adults' Services	Adults' Social Care	401	Cllr Jasmine Ali	Support the total commitment in protecting homecare, reablement and bed-based care packages for our most vulnerable residents, funded partly through the Improved Better Care Fund	3,168	
Children's and Adults' Services	Adults' Social Care	402	Cllr Jasmine Ali	Support the total commitment in protecting homecare, reablement and bed-based care packages for our most vulnerable residents, funded partly through the additional Social Care Grant	1,571	
Children's and Adults' Services	Children's Services	403	Cllr Jasmine Ali	Impact of increasing numbers of unaccompanied asylum seeking children and insufficient grant funding	350	
Children's and Adults' Services	Children's Services	404	Cllr Jasmine Ali	Impact of increase in statutory duties to support care leavers and insufficient grant funding	300	

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Children's and Adults' Services	Children's Services	405	Cllr Jasmine Ali	Support the total commitment in Children's Services such as unaccompanied asylum seeking children and leaving care responsibilities, funded partly through the additional Social Care Grant	2,683	
Housing and Modernisation	Communities - NRPF	406	Cllr Victoria Mills	Impact of increasing demand and price pressure from those eligible for support from No Recourse to Public Funds and the rate of case resolution.	700	
Housing and Modernisation	Customer Experience – Temporary Accommodation/ Housing Solutions	407	Cllr Stephanie Cryan	Net impact of cost and demand pressures on temporary accommodation budgets subject to efficiency measures and review of TA policies and procedures.	3,200	
Environment and Leisure	Culture	408	Cllr Rebecca Lury	Re-open the Blue Youth Club and Community Centre in Bermondsey	50	
Environment and Leisure	Culture	409	Cllr Rebecca Lury	Ensure that every primary child gets a free visit to the theatre every year	100	
Environment and Leisure	Environment	410	Cllr Richard Livingstone	Rent increase at Sandgate Depot	82	
Environment and Leisure	Highways	411	Cllr Richard Livingstone	Creation of a Community Toilet Scheme to incentivise local businesses to make their facilities available to the public.	50	
Environment and Leisure	Parks and Leisure	412	Cllr Rebecca Lury	Protect Southwark's biodiversity and make nature accessible for all	50	
Environment and Leisure	Parks and Leisure	413	Cllr Rebecca Lury	Make swimming lessons free for all residents	125	
Environment and Leisure	Parks and Leisure	414	Cllr Rebecca Lury	Trees increased maintenance and inspection	300	
Environment and Leisure	Traded Services	415	Cllr Victoria Mills	Electricity costs resulting from installation of lamp column vehicle charging points at locations designated across the borough	55	
Environment and Leisure	Parks and Leisure	416	Cllr Rebecca Lury	Increased revenue resources required to operate the Newington library and heritage centre	170	

Department	Division	Reference	Cabinet Member	Description	2019-20	Equalities Analysis Information
					£000	
Places and Wellbeing	Public Health	417	Cllr Evelyn Akoto	Introduction of Free Healthy School Meals for children in nursery schools and school nurseries.	200	
Finance and Governance	Exchequer Services	418	Cllr Victoria Mills	Transfer of funding to Rightfully Yours Team from the Information and Advice contract for additional demand in needs of those moving to Universal Credit	82	
Finance and Governance	Professional Finance Service	419	Cllr Victoria Mills	Re-creation of technical financial planning and accounting resource to improve understanding of, and planning for, the changing environment for local government financing and funding and impacts of changes in demand and price in London and with Southwark in particular	95	No/minimal impact on existing staff
Finance and Governance	Professional Finance Service	420	Cllr Victoria Mills	Increase resources in the anti-fraud team in order to better detect and prevent fraud.	75	No/minimal impact on existing staff
Corporate	Corporate	421	Cllr Victoria Mills	Provision for costs arising from London review of remuneration for lower paid staff and implications for spinal points	1,800	
Corporate	Corporate	422	Cllr Victoria Mills	Salary budget increase to reflect revised holiday pay entitlement arising from recent employment tribunal ruling	400	
Corporate	Corporate	423	Cllr Victoria Mills	Increase in business rates on corporate accommodation as a consequence of fall out of transitional protection following revaluation	300	
Corporate	Corporate	424	Cllr Victoria Mills	Support to cover any operational cost pressures, e.g. supply chain, workforce etc arising from Brexit outcome	300	
Total					16,206	

Item No. 20.	Classification: Open	Date: 22 January 2018	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval Contractor Services for the Delivery of Sceaux Gardens	
Ward(s) or groups affected:		St Giles	
Cabinet Member:		Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD – COUNCILLOR LEO POLLAK, CABINET MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES

With over 12,000 families on our council housing waiting list, Southwark Council is committed to tackling the housing crisis head on, with a commitment to delivering an additional 1000 council homes by 2022 as part of our generational commitment to build 11,000 new council homes by 2043.

This report sets out the procurement route for delivering 78 new council homes – to be let at council rents on lifetime council tenancies - on 3 separate sites on the footprint of the Sceaux Gardens estates, on the sites of Racine, Florian and the garages east of Marie Curie. These are further to the 28 council homes currently under construction on the site of the old Lakanal shops. Residents needing rehousing in Racine and Florian will be offered personalised support, have been placed in top band for new homes becoming available in the area, and given a right to return to new homes built. In addition, at least half of the new homes at Sceaux Gardens will be reserved for tenants who live in the immediate area who have an unmet housing need. This will allow local residents to directly benefit from the new homes and maintain their local social, childcare and family connections.

In line with all other procurement on new council homes this report sets out that the successful appointee will have to pay at least the London Living Wage, employ local apprentices, and to not take part in blacklisting, or if they have previously blacklisted to have ‘owned up, paid up, and cleaned up’. It should be acknowledged too the important role the local TRA have played in developing and informing the designs for this scheme as well as the building sequence, as well as the important partnership with South London Gallery in reformatting the cut-through maintain the path to the Brick garden from the estate. At the time of writing the first phase of works will start on site in September this year and are due to complete in the Autumn of 2021.

RECOMMENDATIONS

That cabinet:

1. Approves the strategy of procuring the works contractor for Sceaux Gardens through a two stage restricted OJEU tender process outlined in this report for new homes delivery with a total estimated contract sum of £24,000,000 with phase 1 expected to commence in April 2019 and be completed within 18 months, and phase 2 anticipated to be completed within 18 months following this.

2. Approves the delegation of the award decision for the three Gateway 2 reports for Sceaux Gardens (Principle Development Agreement and the subsequent build contracts for the first and second phases) to the Strategic Director of Housing and Modernisation, in consultation with the Cabinet Member for Social Regeneration, Great Estates and New Council Homes, for the reason outlined in paragraph 33.

BACKGROUND INFORMATION

3. This procurement strategy relates to the procurement of the main works construction contract for Sceaux Gardens, which is part of the council's programme to build 11,000 new homes.
4. The New Homes Development Programme is aimed at creating new homes from existing council assets and acquiring new assets. The principle of New Homes Development was agreed by Cabinet in July 2012. This site forms part of the phase 3 programme, Cabinet approved the inclusion of the Phase 3 sites within the New Homes Development Programme on the 15th September 2015.
5. Sceaux Gardens will deliver a total of 80 new homes, which will be delivered in a two-phase process. The first phase will see the development of the Colbert Garages and the homes on the Florian block (58 homes) and the second phase will be the Racine block (22 homes). The scheme will involve the demolition of 33 existing council homes.



6. It is anticipated that a planning application will be submitted in January 2019 and it being determined in spring/summer 2019.

Summary of the business case/justification for the procurement

7. The council has committed to the delivery of 11,000 new homes programme by 2043. This procurement exercise will build on the progress made to date and enable

the progression of a further 80 new homes over two phases which is anticipated to be complete by late 2022.

8. Additional key deliverables are as follows:
- a) Maximise and enhance the utility, value and quality of council-owned land and buildings to deliver:
- High quality homes for rent
 - Improved streetscapes and permeability
 - Employment and training opportunities.
- b) Deliver high quality and fit-for purpose public buildings at good value.
9. This procurement strategy looks at delivering the project in two phases. This will enable some existing tenants of the estate to be decanted into the new development and ensure that residents of other blocks on the estate are not surrounded by development works during the build programme. This was highlighted and approved in the 12 December 2017 cabinet report (Sceaux Gardens New Homes Delivery Programme).

Market considerations

10. Given the size and estimated value of this development project, it is likely to be attractive to larger national contractors; the council will conduct a soft market exercise which may include issuing a Prior Information Notice prior to the procurement commencing in order to ensure that the appropriate contractors are aware of this tender.
11. The construction industry appears to be quite buoyant at the moment, tender prices appear to be rising, and there is a high demand for construction services.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

12. As this project is above the EU threshold for works the full tendering requirements of the Public Contract Regulations 2015 and Public Sector Directive 2014/24/EU would apply. The following procurement options are therefore available to the council:

A. Use of an Existing OJEU Compliant Framework

13. There are a number of frameworks available for the council to use, these include:

Framework	Expiry	No. of Contractors	Fee	Available to Southwark
Hyde	31 October 2019	14	£5,000	Yes
South East Consortium	20 November 2020	18	£10,000	Yes
London Construction Panel	31 May 2019	9	Free	Yes
Scape	31 May 2021	1	Free	Yes

14. Whilst most of the above frameworks offer a good range of contractors (with the exception of the scape framework), they still offer a more limited market than an OJEU process, with some of the same contractors listed on the various different

frameworks. It is also felt that there is more flexibility going through a OJEU process, which is particularly needed on this project, as we are procuring it through a phased two stage process.

B. OJEU Compliant Tender Process – Single Stage ITT

15. Unlike most projects which usually last 18 to 24 months Sceaux Gardens, with its two phased approach, is anticipated to take at least 3 years to complete. As a result of this it is likely that if the council undertook a single staged EU restricted tender not only is this likely to be unattractive to contractors due to the phased nature of the scheme, it is also likely to result in increased cost for the council as the contractors who will raise their costs as a result of the increased risk on future build and materials cost inflation.

C. Two Individual OJEU Compliant Processes

16. In order to overcome the increased costs that are likely to occur from a single staged tender the council could tender each phase of the scheme individually. However, not only is this likely to extend the project's programme, it is also felt that the potential of two separate contractors working within the same estate footprint would not be favourable in terms of value for money and would not aid smooth transition of each phase for existing estate residents and those moving into new properties.

D. OJEU Compliant Tender Process – Two Stage ITT

17. A two stage EU restricted procedure (which involves the first stage of entering into a Principle Development Agreement, which is followed by an open book tender process to enter into build contracts) would however overcome the issues discussed in options B and C as the council would 'lock-in' overheads, profit and preliminary costs for both stages at the initial ITT stage which would result in one tenderer being recommended for award for both the first and second phase subject to their cost plan being ratified at the second stage of the ITT process. At the second stage of the ITT process, the contractor, which was awarded the contract following the first stage would go through an open book sub-contract tendering process which would lock in the costs for first phase and then enter into a fixed price JCT contract. This process would be followed for phase 2 later in the programme.
18. This two staged ITT process should give contractors comfort around future costs and inflation and ensure that the contract is not overpriced in terms of contractor risk and therefore provide the council with the best value for money.

Proposed procurement route

19. Therefore due to the phased nature of this scheme and indicative timeframes, it is proposed that the build contract be conducted through a two stage restricted OJEU process. It is felt that a two stage ITT is preferable to any other tendering process for the following reasons:
 - a. To ensure good response to the tender. Contractors are more likely to tender on a two stage process as they will be able to mitigate the risks of cost price increase. This should result in the council having a better choice of contractors to select from.
 - b. To ensure value for money. Contractors will not have to price long-term price risk and this should result in a better value for money for the Council

- c. To ensure an increased number of responses. The council will be giving a number of contractors the opportunity to tender and achieve value for money in a competitive environment without the risk of overpricing on the later phase.
20. All Tenderers who are interested in the opportunity will need to submit a completed Pre-Qualification Questionnaire (PAS 91 PQQ). The council will allow a reasonable timeline for bidders to complete PAS91.
21. The PAS91 will be evaluated by the council based on agreed criteria and the council will shortlist the applicants against each criteria as detailed in paragraphs 39 to 44 of this report. Bidders will then be notified as to whether they have or have not been successful and an Invitation to Tender (ITT) will be issued to the successful bidders.
22. Once Tenderers have submitted their Invitation to Tender (ITT), this will be evaluated by the council based on agreed criteria as detailed in paragraphs 45 to 52 and the council will recommend the contract be awarded to the highest scoring tenderer.
23. Once the Gateway 2 has been approved, the successful Tenderer will need to enter into a Principle Development Agreement (PDA) which is the overarching agreement between the Council and the Developer and sets out the way in which overheads, profit and preliminary costs are calculated, and how the second stage tendering process will work.
24. For the second stage the successful Tenderer will be required to work with the other members of the client team and the design team to progress the following tendering protocol for each of the phases as detailed in paragraphs 53 to 56.
25. Following the success of the second stage tender process, the council will enter into individual JCT contracts for each of the phases.

Identified risks for the procurement

26. The following risks have been identified for this procurement:

	Identified Risk	Likelihood	Risk Control
1	Insufficient interest from contractors.	Low	A soft market exercise will be conducted prior to tender to test the market. The tendering process has also been adapted to reflect the complex nature of the scheme and to encourage maximum interest.
2	Tendering prior to receipt of planning permission could mean contractors chose not to tender due to the additional risk they would be undertaking.	Low	We will not start the OJEU tender process unless we confident that a planning permission will be forth coming and we will keep tenderers informed of the planning process.
3	Quality of submitted tender proposals do not meet the Councils expectations.	Low	The tender packs will include detailed briefs and specifications setting out the council's expectation. Tenderers will be asked rigorous quality questions at both SQ and ITT stage to ensure the meet the Council's expectation of quality.

	Identified Risk	Likelihood	Risk Control
4	Cost proposed is in excess of budget and does not deliver value for money	Low	The council have undertaken all necessary surveys and developed a cost plan that identifies any associated risk, and a detailed specification will form part of the tender pack.
5	Challenges to procurement outcome	Low	The New Homes Development Team have sought advice from the council's procurement team and legal services to ensure compliance with EU procurement regulations.
6	Contractor Insolvency	Medium	We will undertake financial and credit checks as part of the PQQ process to ensure that only financially healthy companies progress to ITT stage. We will also undertake additional credit checks prior to entering into the JCT contracts.
7	Second Phase Delivering Value for Money.	Medium	We will have locked in overheads, profits and prelim costs. We will also ensure that the tendering protocol and the process of evaluating the tender price is robust and keeps a firm grip on costs. We will also ensure that the design and specification considers value for money element for the scheme..

Key /Non Key decisions

27. This is a key decision.

Policy implications

28. The new homes delivered through the New Homes Development Programme are in line with the council's principles and vision for a new housing strategy which is aimed at increasing the availability, affordability and quality of homes in the borough.
29. This procurement exercise supports the council's Fairer Futures Commitment – A place to belong to. The new homes will play a key role in assisting the council achieving its target of building 11,000 new council homes by 2043.
30. This procurement exercise also supports Fairer Futures Promise 1 – Value for money. The competitive tender process will ensure that the Council is receiving value for money when delivering this project.
31. The long term housing vision for the borough (agreed by cabinet in January 2014) sets a clear policy direction for the council that directly impacts the delivery of the new homes set out in this report. The vision comprises four overall principles:
- a. The council will use every tool at our disposal to increase the supply of all kinds of homes across Southwark.

- b. The council will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.
- c. The council will support and encourage all residents to take pride and responsibility in their homes and local areas.
- d. The council will help vulnerable individuals and families to meet their housing needs and live as independently as possible.

Procurement Project Plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	17 September 2018
DCRB Review Gateway 1	12 November 2018
CCRB Review Gateway 1	22 November 2018
Brief Cabinet Member	10 December 2018
Notification of forthcoming decision – Cabinet	27 January 2019
Approval of Gateway 1: Procurement strategy report	05 February 2019
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	14 February 2019
Soft Market Testing	01 February 2019
Completion of tender documentation	04 February 2019
Estimated Date of Planning Approval	12 March 2019
Publication of OJEU Notice	18 March 2019
Publication of Opportunity on Contracts Finder	20 March 2019
Closing date for receipt of expressions of interest	26 April 2019
Completion of short-listing of applicants	10 May 2019
Invitation to tender	13 May 2019
Closing date for return of tenders	28 June 2019
Completion of any clarification meetings / presentations / evaluation interviews	12 July 2019
Completion of evaluation of tenders	19 July 2019
Forward Plan (if Strategic Procurement) Gateway 2	01 July 2019
DCRB Review Gateway 2:	22 July 2019
CCRB Review Gateway 2	25 July 2019
Notification of forthcoming decision	02 August 2019
Approval of Gateway 2: Contract Award Report	12 August 2019
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	21 August 2019
Debrief Notice and Standstill Period (if applicable)	27 August 2019
Contract award	28 August 2019

Add to Contract Register	28 August 2019
Place award notice in Official Journal of European (OJEU)	28 August 2019
Place award notice on Contracts Finder	30 August 2019
Enter PDA	30 September 2019
Contract start	30 September 2019
Initial contract completion date	30 September 2023
Contract completion date – (if extension(s) exercised)	n/a
Issue Brief/Second Stage Invitation to tender – Second Stage (Phase 1)	30 September 2019
Closing date for proposal	02 November 2019
Completion of any clarification meetings / presentations / evaluation interviews	02 November 2019
Completion of evaluation of tender	16 November 2019
Forward Plan (if Strategic Procurement) Gateway 2	01 November 2019
DCRB Review Gateway 2:	18 November 2019
CCRB Review Gateway 2	21 November 2019
Notification of forthcoming decision	29 November 2019
Approval of Gateway 2: Contract Award Report	09 December 2019
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	18 December 2019
Debrief Notice and Standstill Period (if applicable)	n/a
Contract award (JCT Phase 1)	19 December 2019
Add to Contract Register	19 December 2019
Place award notice in Official Journal of European (OJEU)	19 December 2019
Place award notice on Contracts Finder	23 December 2019
Contract start	19 December 2019
Initial contract completion date	30 June 2021
Contract completion date – (if extension(s) exercised)	n/a
Issue Brief/Second Stage Invitation to tender – Second Stage (Phase 2)	01 June 2021
Closing date for proposal	30 August 2021
Completion of any clarification meetings / presentations / evaluation interviews	30 September 2021
Completion of evaluation of tender	31 October 2021
Forward Plan (if Strategic Procurement) Gateway 2	01 October 2021
DCRB Review Gateway 2:	01 November 2021
CCRB Review Gateway 2	18 November 2021
Notification of forthcoming decision	01 December 2021

Approval of Gateway 2: Contract Award Report	09 December 2021
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	20 December 2021
Contract award (JCT Phase 2)	20 December 2021
Add to Contract Register	20 December 2021
Place award notice in Official Journal of European (OJEU)	20 December 2021
Place award notice on Contracts Finder	22 December 2021
Contract start	22 December 2021
Initial contract completion date	30 September 2023
Contract completion date – (if extension(s) exercised)	n/a

32. This report is seeking approval from cabinet to delegate all three Gateway 2 decisions to the Strategic Director of Housing and Modernisation in consultation with the cabinet member for Social Regeneration, Great Estates and New Council Homes.
33. The rationale for this is to streamline and speed up the approval process, as contractors generally only guarantee built costs for a period of 3 months. Seeking cabinet approval for each Gateway 2 is likely to add at least another 4 to 6 weeks to the timeframes set out in the procurement plan above to each phase.

TUPE/Pensions implications

34. As this procurement strategy relates to a new programme of works and there is no existing contractor delivering the work which is being tendered, TUPE should therefore not apply on its commencement. Although considered unlikely, TUPE could apply if the identity of the contractor were to change during the period of the works and relevant provisions will be included in the contract amendments to provide for this.

Development of the tender documentation

35. An Employers Agent has been appointed, who as part of their role, has assisted in the development of the OJEU tender documentation required for this scheme. This will be reviewed and adapted by the council's procurement services and legal services teams for this specific project.
36. The council intends to use a bespoke Principle Development Agreement (PDA) and the JCT Design and Build Contract 2016 with council standard amendments.

Advertising the contract

37. The contract will be advertised by way of an official notice that will be published in the Official Journal of the European Union (OJEU), after which the contract will be advertised on Contract Finder via the London Tenders Portal. The council will conduct a soft market exercise which may include issuing a Prior Information Notice prior to the procurement commencing in order to ensure that the appropriate contractors are aware of this tender.

Evaluation

38. The contract will be awarded on the basis of using a price/quality ratio of 60/40. Although this deviates from council guidelines which are 70/30, it is felt that the emphasis on quality will highlight the importance of quality in terms of design approach, materials and the general service provided by the contractor. The process will consist of following stages.

Stage One – Pre-Qualification Questionnaire (PAS 91 PQQ)

39. The purpose of the PQQ is to create a shortlist of organisations who have demonstrated that they have sufficient technical capacity and financial and economic standing and ability to be invited to tender. In order to determine sufficient financial and economic standing, and technical capacity and ability, PQQs will be evaluated in accordance with the criteria as set out in standard PQQ.
40. Applicants will need to pass an initial compliance stage of Pass/Fail questions which include:
- a. Company Information
 - b. Financial Information
 - c. Convictions
 - d. Public Contract Regulations
 - e. Health and Safety
41. Applicants will then need to pass an economic and financial standing, this will involve a credit check, an assessment of profitability and liquidity, and a review of any charges and judgements. In order to receive an overall pass tenderers will need to satisfy the following:
- a. Turnover greater than the contract amount
 - b. A good credit score and credit rating
 - c. An acceptable level of financial risk for the Council
42. Finally tenderers will also need to answer a number of method statements as part of the technical section, which will be based on the following criteria:
- a. Experience
 - b. Health & Safety
 - c. Subcontractors
 - d. Quality
 - e. Consultation
 - f. Fire Safety
43. Each method statement will be weighted and will have a minimum pass mark, which if tenderers fail to meet the council reserves the right to reject them from the process.
44. The top five bidders will be invited to submit a tender. If any other bidder is within 5% of the fifth highest bidder, at the council's discretion they will also be invited to tender.

Stage Two - Invitation to Tender

45. The Quality Assessment (40%) will be undertaken through the provision of method statements which will be used to evaluate applicants against the key quality criteria, for which there will be a minimum pass mark for each question.
46. The quality assessment will include a number of method statements based on the following criteria:
 - a. Delivery, Quality & Compliance
 - b. Design Management
 - c. Subcontractors
 - d. Health & Safety
 - e. Constraints & Delivery
 - f. Fire Safety
 - g. London Living Wage, Apprenticeships & Local Labour
47. The financial submission will consist of:
 - a. Preliminaries as a fixed sum and percentage (depending on the type of preliminary) which shall be applied to the net build cost
 - b. Overheads and Profits as a percentage which shall be applied to the net build cost and preliminaries
48. Each method statement will be weighted and will have a minimum pass mark, which if tenderers fail to meet the council reserves the right to reject them from the process.
49. For the financial assessment (60%) tenderers will need to provide the following details:
 - a. The overheads and profits percentage which will be applied to the both phases.
 - b. The preliminaries for each phase and confirmation of which elements will be fixed.
50. The aspects of the financial submission will be weighted and the tenderer with the lowest overall score will be awarded maximum points. Each remaining tenderers' price will be awarded a score based on the percentage difference between their submission and that of the most competitive. The formula for each element will be $(\text{Lowest Tender} / \text{Contractors Tender}) \times (\text{Max Points (60)} \times \text{Weighting}) = \text{Score}$.
51. The submitted tenders will be evaluated and scored by a panel made up of:
 - a. Employers Agent
 - b. Development Manager
 - c. Project Manager
 - d. Project Co-ordinator
52. The Employers Agent, will submit a Tender and Value for Money Report, this will conclude that the highest scoring tenderer be recommended for award through a Gateway 2 to enable the PDA to be entered into.

Stage Three – Tendering Protocol

53. Once the PDA has been awarded the contractor shall be required to work with the other members of the client team and the design team to progress the following tendering protocol.
54. The objectives for the this stage in the process are to:
 - a. Achieve the best value within the Work Packages during the tendering process and associated design period leading up to the conclusion of the second stage ITT process, whilst at all times maintaining the design integrity and quality required by the Employer.
 - b. Develop the Contractor's Proposals to meet the Employer's Requirements.
 - c. Deliver the design in a controlled manner that resolves to deliver the planning approved scheme and additional design intent requirements as set out by the Employer.
 - d. Develop a Lump Sum Build Cost (Contract Sum) for the relevant phase of works.
 - e. Develop a Build Programme in conjunction with the Contractor's Proposals and Contract Sum.
 - f. Appoint the appropriate Sub-contractors via the Contractor in accordance with the programme targets.
55. The Employers Agent will take responsibility for reviewing;
 - a. Content and completeness of the subcontract tender package prior to issue to tender.
 - b. All sub-contract tender returns.
 - c. Contract Sum Analysis in full in order to establish value for money for each build contract for the delivery of each phase.
56. Once the tendering has been undertaken and the contract sum analysed, and providing that it meets value for money, separated Gateway 2 reports for the two phases will be put forward for approval, after which the JCT contracts will be entered into.

Community impact statement

57. Southwark is a borough with high levels of deprivation, low income levels and high levels of housing need. Southwark's Housing Strategy to 2043 identifies that the supply of affordable housing in the borough outstrips demand. There is a demand for larger properties for younger families, many of whom are experiencing overcrowding.
58. Cabinet has agreed a new vision for the future housing strategy including a principle to use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
59. The proposals to increase the supply of affordable, good quality homes will benefit households in need from all Southwark communities, and will increase the housing options available for older people and people with disabilities.
60. Those households in the vicinity of the new developments may experience inconvenience and disruption in the short term whilst works are taking place but such communities will benefit in the longer term from the provision of new homes.

Particularly as 50% of these homes will be let to existing tenants from the local area subject to an agreed local lettings policy.

61. The decision to progress to planning with the scheme was approved by the council cabinet in December 2017. Due to the rehousing element of the redevelopment, officers went beyond the standard processes within the Charter of principles. The new homes team held specific meetings with the T&RA regarding the phasing of the scheme and the overall appetite for the works. Officers also held a number of one to one meetings with residents in their own homes and at estate coffee mornings. The decision to phase the development was made by the then lead member for new homes based upon the feedback from the T&RA and local residents
62. A equalities assessment data collection was undertaken, undertaken in accordance with Section 149 in September 2016. The data collected was analysed by the Independent Tenants and Leaseholders Advisor whom identified the mitigating actions required by the council. This was included in the Sceaux Gardens New Homes Delivery Programme cabinet report dated 12 December 2017, which is referred to as a background document. Report attached as appendix 1.

Social Value considerations

63. The Public Services (Social Value) Act 2012 requires the council to consider a number of issues including how what is proposed to be procured may improve the economic, social and environmental well-being of the local area. These issues are considered in the following paragraphs which set out economic, social and environmental considerations.

Economic considerations

64. The design briefs for the new homes will be developed in consultation with the 'user client' officers and make it clear that the council is seeking developments that are not only attractive and functional in their design but also durable and easy to maintain with low running costs.
65. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful contractor for this contract will result in quality improvements for the council. These should include a high calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful contractor will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, tenderers will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and any cost implications will be monitored as part of the contract review process.
66. The council will be seeking the appointed contractor to participate in a local employment and training initiative in line with Southwark Economic Wellbeing Strategy 2012-20. The initiative will generally conform to any Local Government policy including requirements set-out by the Homes and Community Agency and/or Greater London Authority that generally will encompass the Contractor, wherever possible, being encouraged to employ local subcontractors and labour and shall

involve the training and employment of local people. Such employment and training will be relevant to the needs of the local community.

Social considerations

67. The new housing will provide high quality affordable housing for local people in need of accommodation. 50% of these homes will be made available to existing tenants in need based on an agreed local lettings policy. The remainder will be made available to other households in need of accommodation from the council's housing register.
68. The new rented homes will be let at social rent levels.
69. The council can exclude companies who break the law by blacklisting from public contracts if they are either still blacklisting or have not put into place genuine concerning past blacklisting activities. The council can require "self cleaning" which enables a potential contractor to show that it has or will take measures to put right its earlier wrongdoing and to prevent them from re-occurring and to provide evidence that the measures taken by the economic operator are sufficient to demonstrate it has:
 - "Owned Up": clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities
 - "Cleaned Up": taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct, and
 - "Paid Up": paid or undertaken to pay compensation in respect of any damage caused.
70. The council is required to use a government standard form of pre-qualification questionnaire which allows for limited amendments. However, this will be amended to include the council's standard preliminary assessment questions relating to blacklisting. The contract conditions will also include an express condition requiring compliance with the blacklist regulations, and include a provision to allow the contract to be terminated for breach of these requirements.
71. Apprenticeship and work placement opportunities will be sought from suppliers, this will be linked to the value of the contract and we will require one apprentice for every £1m of contract value, This will be reported as part of the Gateway 2 report.

Environmental/Sustainability considerations

72. By investing in high quality and well designed buildings and estates the Council aim to achieve positive impacts which will benefit the environment and increase the stock of environmentally friendly buildings within the borough.
73. As part of the design development process, there will be a requirement to achieve a level of sustainability through the building regulations. In order to achieve this environmental assessments will be undertaken and potential sustainability solutions will be considered. Key considerations for this project include:
 - Consideration of whole life-cycle costs
 - Sustainable sourcing
 - Incorporation of environmentally benign heating and lighting provision

- Provision of facilities and equipment to encourage the re-use and recycling of materials including, where practical, water recycling.
- Ensuring projects achieve Code of Sustainable Homes criteria or any successor requirement.

Plans for the monitoring and management of the contract

74. The project clienting, including the management and administration of the contractor appointment will be run and resourced through the New Homes Development Team in the Asset Management Division of the Housing & Modernisation Department. Performance of the consultant team will be subject to constant scrutiny and monthly formal review including reviews on cost, quality and programme. The officer client team will use a number of mechanisms for monitoring and controlling the financial and programme performance of the contract, including,
- Strategic cost plan, which will be regularly reviewed and updated
 - Monthly financial statements by the consultant
 - Monthly appraisals of progress against programme and monthly reports by the consultant
 - Tracking and chasing actions on critical issues
 - Periodic project team 'look ahead' workshops covering key phases of work and risks
 - Risk and issues log
75. Internal governance arrangements for the programme were reported to cabinet in December 2014. These confirmed that ultimate responsibility for the overall programme resides with the Delivery Programme Board, chaired by the Strategic Director of Housing & Modernisation.
76. A 6 monthly contract monitoring report will be taken to DCRB and an annual contract monitoring report will be taken to CCRB.

Staffing/procurement implications

77. The staff resources deployed to this procurement is sufficient to meet the proposed timetable.
78. The project will be resourced by existing staff, within existing budgets.
79. Officer time relating to the management of this project is funded from the capital budgets for the individual projects.

Financial implications

80. The report is requesting approval for a procurement strategy, there are no financial implications arising directly from the report's recommendations. The strategy is expected to deliver 47 additional units (33 to be demolished and replaced by 80 units).
81. The estimated total cost to be procured through the strategy is £28,700,000 (£24,000,000 works contract and £4,700,000 includes leaseholder buybacks, homeloss and disturbance payments, professional fees, internal costs, and contingency). Of this estimated amount, over £15,000,000 is budgeted within the Housing Investment Programme and the additional 47 units are expected to be funded from 30% Right to Buy receipts and 70% S106. The replaced 33 units will be expected to be funded from GLA Grant and existing HRA resources. However there

might be a need to borrow depending on the outcome of the main programme final spend due to the funding shortfall within HRA capital programme.

82. This scheme has been run through the New Homes Development Team's Appraisal Toolkit, which projects the following works spend:

a. Spend to Date:	£0.6m
b. 2019/20:	£6.2m
c. 2020/21:	£8.9m
d. 2021/22:	£8.1m
e. 2022/23:	£3.9m
f. 2023/24:	£1.0m

Legal implications

83. Please see concurrent from the Director of Law and Democracy

Consultation

84. As noted in paragraph 61, local residents will be consulted at each stage of the development proposals as outlined in the Charter of Principles agreed by cabinet in September 2017.

Other implications or issues

85. None

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (H&M18/066)

86. The Strategic Director of Finance and Governance notes the recommended procurement strategy for Sceaux Gardens. The report sets out the options and the justification for the preferred option, that is a two stage restricted tender process with an estimated contract cost of £24m to deliver 80 new homes. The financial implications section details the total estimated cost including fees to be £28.7m and how this will be funded. At this stage, the estimated cost is indicative and there are no specific financial implications arising from this decision.
87. The Strategic Director of Finance and Governance notes that the proposed procurement strategy seeks to achieve best value.
88. The report further requests Cabinet to approve the delegated approval of the Gateway 2 decisions for Sceaux Gardens to the Strategic Director of Housing and Modernisation in order to streamline and speed up the approval process as outlined in paragraph 33.

Head of Procurement

89. This report is seeking approval of the procurement strategy for a two stage construction contract for the Sceaux Gardens site.
90. The report details the various procurement options considered and the rationale for undertaking an EU restricted tender, a two-stage process that requires bidders to express an interest and successfully pass a prequalification stage before being invited to tender.

91. The report confirms that this EU restricted (2 stage) procurement process is in line with the regulations and satisfies the council's contract standing orders.
92. Paragraphs 19 to 26 explains the benefit of phasing these works ,the risks and mitigation controls that will be in place to ensure that costs are controlled and the contract delivers value for money.
93. The timeline for the project is achievable provided the appropriate resources are available when necessary. The report confirms that the project will be supported by external and internal resources. Paragraphs 38 to 56 details the evaluation methodology and the project governance arrangements for both phases that will be in place throughout the project to help ensure the project delivers on time and within cost target.
94. Paragraphs 74 to 76 detail the contract management and monitoring arrangements with particular focus on regular reviews of the program and financial targets set within both the project and strategic cost plans. These paragraphs also confirm that internal governance arrangements reported to Cabinet in December 2014 will be followed, namely six monthly reports to Housing and Modernisation Departmental Contract Review Board and an annual report to the Corporate Contract Review board.

Director of Law and Democracy

95. This report seeks the cabinet's approval to the procurement strategy for the delivery of Sceaux Gardens by use of a two stage restricted OJEU tender process, as further detailed in paragraphs 1 and 2. As the estimated value of the works exceeds £15m, the approval of the procurement strategy is reserved to cabinet. Authority is sought to delegate the subsequent gateway 2 decisions to the strategic director to facilitate the later award of contracts.
96. The works are subject to the tendering requirements of the Public Contract Regulations 2015, and will be procured in accordance with those regulations using a 2 stage process. In the first stage of the procurement, a preferred contractor will be identified following the evaluation of information noted in paragraphs 45-52 of this report and this stage will conclude (subject to approval) with the entering into of a PDA with that contractor. At the second stage, the preferred contractor and the council will work together following the tendering protocol to develop lump sum build costs for the 2 phases of the project. Whilst there is an expectation that the contractor appointed under the PDA will be appointed for the separate works contracts, this is subject to value for money being demonstrated which will be confirmed in the relevant gateway 2 reports.
97. The cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a)eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation, The duty also applies to marriage and civil partnership but only in relation to (a). The cabinet is specifically referred to the community impact statement at paragraphs 57-62, setting out the consideration that has been given to equalities issues and to the consultation which has taken place and is due to take

place (noted in paragraph 84) which should be considered when approving the recommendations in this report.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Sceaux Gardens New Homes Delivery Programme – Cabinet 12 December 2018	160 Tooley Street London SE1 2QH	Paula Thornton 020 7525 4395
Link (please copy and paste into your browser): http://modern.gov.southwark.gov.uk/documents/s72767/Report%20Sceaux%20Gardens%20New%20Homes%20Delivery%20Programme.pdf		

APPENDICES

No	Title
Appendix 1	Florian & Racine Equalities Impact Assessment
Appendix 2	Sceaux Garden Images

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Social Regeneration, Great Estates and New Homes	
Lead Officer	Stuart Davis, Interim Director of Asset Management	
Report Author	James Cross, Development Manager	
Version	Final	
Dated	14 January 2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (For Housing contracts only)	No	No
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		14 January 2019

APPENDIX 1

Report

Rehousing Options and Equality Impact Assessment

**Florian and Racine
Sceaux Gardens**

22 August 2017

Contents

Introduction

Equality Act

Population

Rehousing Preferences

Consultation Process

Conclusions

Recommendations

Appendix

Equalities Impact Assessment

Introduction

Florian and Racine are two terraces of one bedroom bungalows on Sceaux Gardens Estate between Camberwell and Peckham. The other blocks on the estate range from six to twelve storeys. The Sceaux Gardens Tenants and Residents Association suggested that Florian and Racine could provide more new Council homes if they were redeveloped. There is also a block of garages at the East end of the estate that could be redeveloped and new homes provided. LBS New Homes Delivery Team has worked with the residents of Florian and Racine, the TRA and South London Gallery to develop proposals for new homes.

If the proposals for new homes at Florian and Racine are approved by the Council, the current residents of Florian and Racine will need to be rehoused. This report analyses the rehousing preferences and includes an Equality Impact Assessment of rehousing current Florian and Racine residents.

This report has been prepared by Neal Purvis of Open Communities for LBS New Homes Delivery Team.

Accommodation and Population

There are 33 one bedroom bungalows in Florian and Racine. In August 2017, one property is void. There are three leaseholders, two of which are non resident.

Block	Address	Number
Florian	1-18	18
Racine	1-15	15
		33

Data Collection

The data in this report was collected by LBS New Homes Direct Delivery Team and Community Engagement Division on 8 and 9 September, 2016, and 9 March 2017. Where there was no response, a copy of the questionnaire and return envelope was provided. As the composition of households changes and the data is updated, further versions of this report will be prepared. From the 30 occupied properties, 20 households were interviewed (66% rate of return).

	Tenanted Bungalows	Respondents	Voids	Percentage Return
Florian	14	10	1	71%
Racine	15	7		47%
Address not given		3		

	Leasehold Bungalows	Respondents	Percentage Return
Florian	3		
Racine	0	0	
Not recorded			

Equality Act

The Equality Act 2010 requires local authorities and other public bodies to have due regard to the aims of the general equality duty when making decisions and when setting policies. The Act identifies nine protected characteristics that local authorities must take into account when considering how to advance equality and good relations, as well as eliminating discrimination.

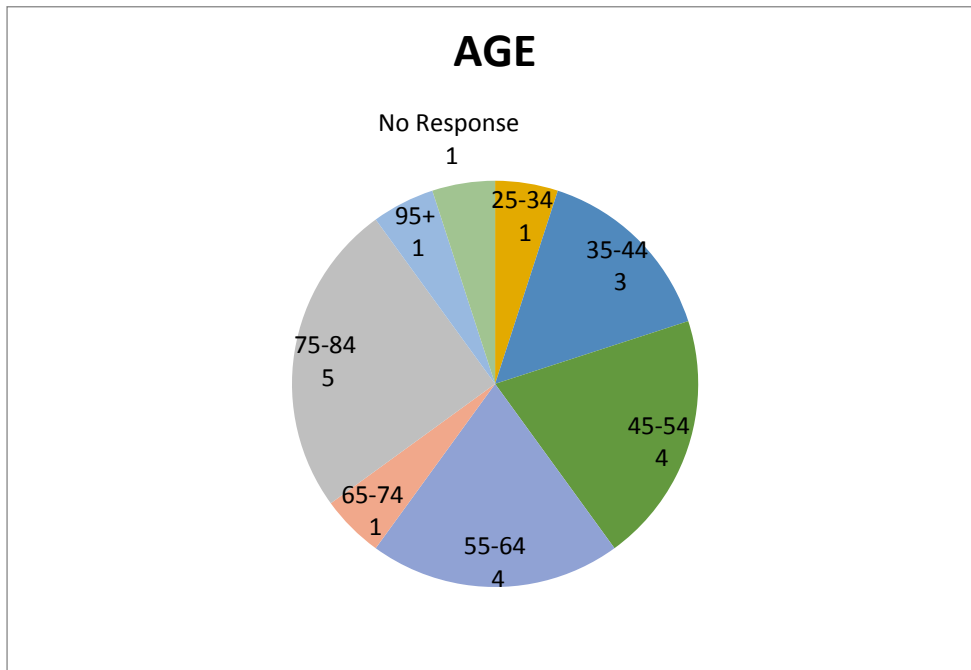
The nine protected characteristics are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

This report considers the impact of a decision to decant Florian and Racine on those with the protected characteristics.

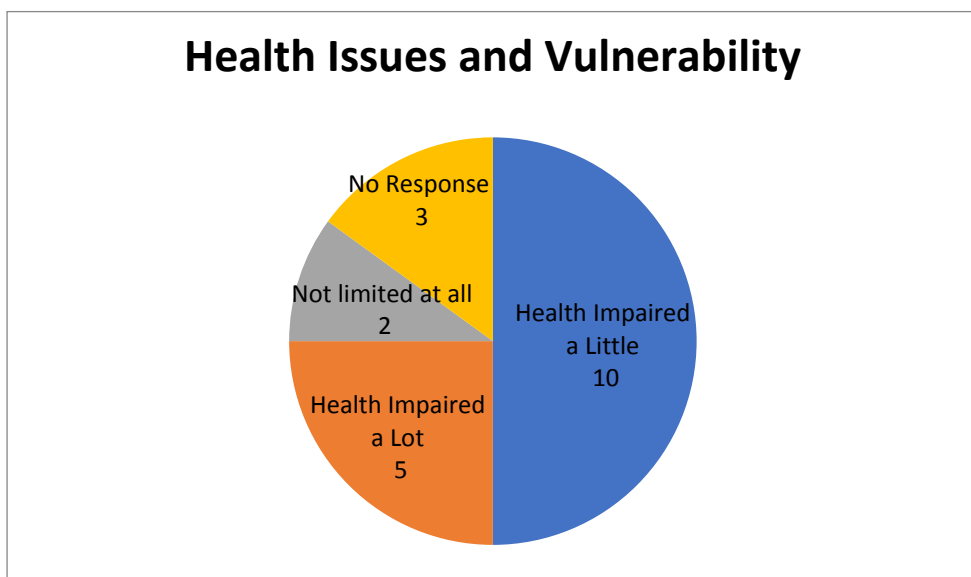
Age

Of the 20 respondents to the survey, seven (35%) are over the age of 65. Only one (5%) is under the age of 35. The majority (55%) are aged between 35 and 64.



Disability

Two thirds of the residents who responded have long term health issues that limits their day to day activities. Half of the residents reported that health problems impaired them a little and a quarter that they were impaired a lot. The cause of this was a physical or mobility disability for the great majority of residents.



Gender Reassignment

Of the 14 residents who responded to the question on gender re assignment. Two were transsexual and 12 were not.

Marriage and Civil Partnership

Of the thirteen respondents to the question about their marital status there was an even spread between Married or in a Civil Partnership, Divorced and Never Married, with one person identifying themselves as separated.

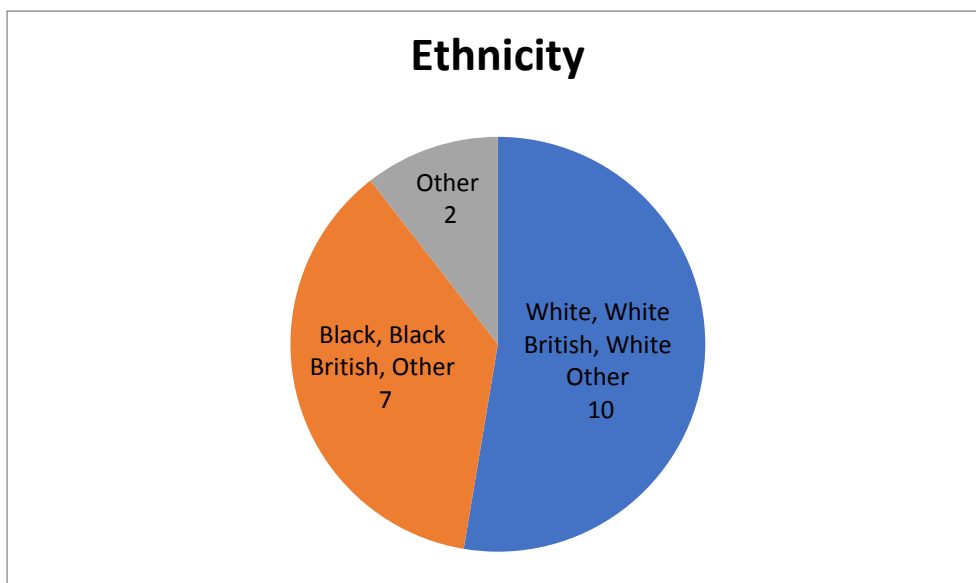
	Married or in Civil Partnership	Divorced	Never Married or in Civil Partnership	Separated
Number	4	4	4	1

Pregnancy and Maternity

None of the 15 respondents were pregnant or on maternity leave.

Ethnicity

Of the 19 respondents to the question on ethnicity, 10 were White (53%), 7 were Black (37%) and 2 (11%) defined themselves as another ethnicity.



Religion and Belief

Of the 14 respondents to the question on religion, 9 people were Christian (56%), with 4 respondents having No Religion (25%).

	Buddhist	Christian (including Catholic)	No Religion	Muslim
Respondents	1	9	4	2
Percentage	6%	56%	25%	13%

Sex

Four of the respondents did not answer the question identifying their sex. There were slightly more men than women among those who responded.

	Male	Female	Not Answered
Respondents	9	7	4
Percentage	45%	35%	20%

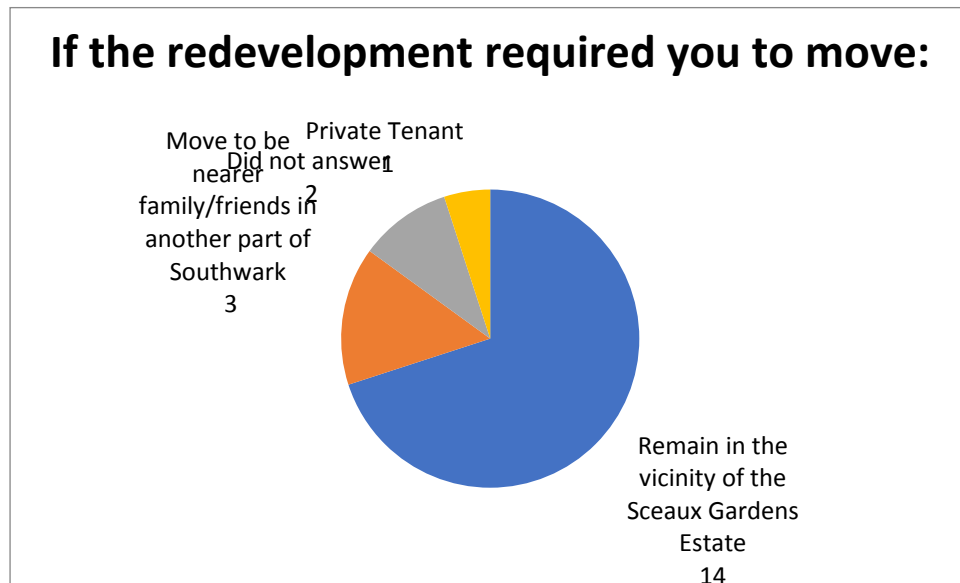
Sexual Orientation

The great majority of the 15 who responded to the question on sexual orientation were heterosexual.

	Heterosexual / Straight	Bi Sexual	No Response
Number	14	1	5

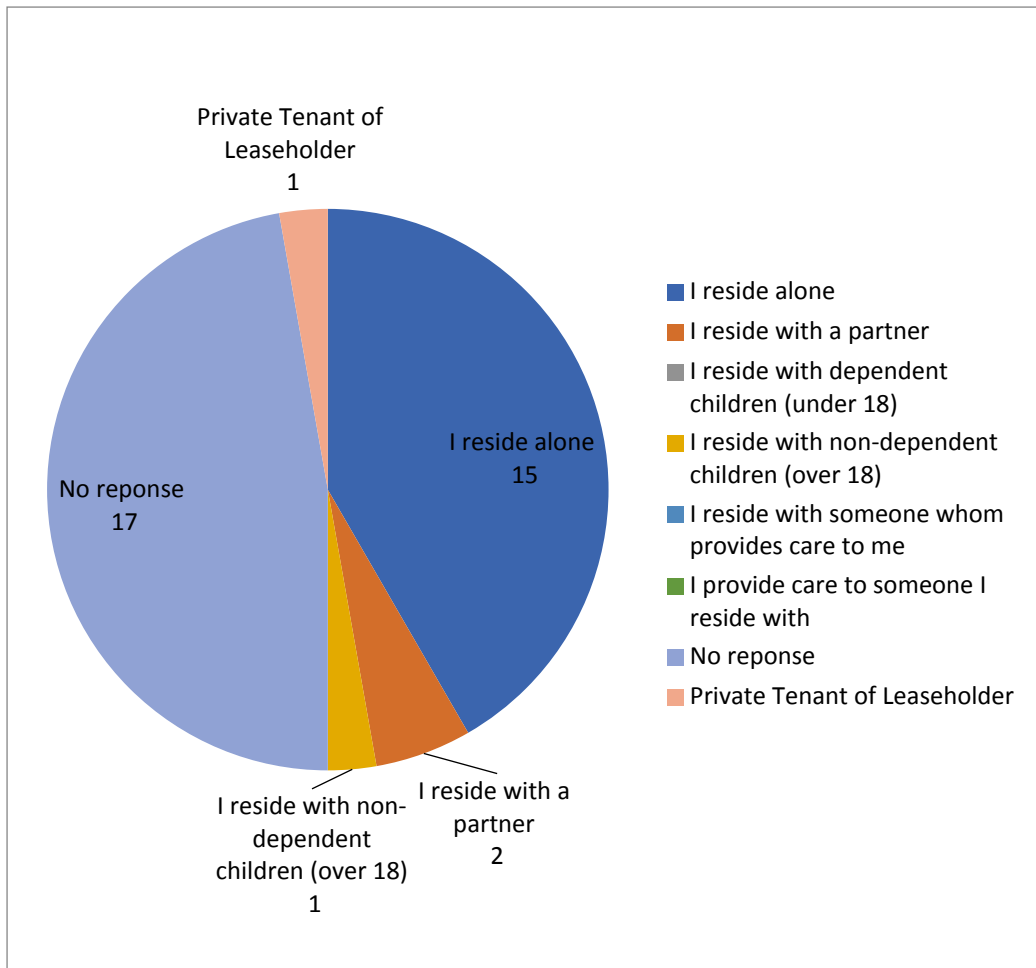
Rehousing Preferences

Alongside the collection of equalities data, residents were asked if they would prefer to remain in the Sceaux Gardens Area, move elsewhere in Southwark, or to move out of Southwark. Of the 17 who answered the question, 14 households want to remain in the vicinity of Sceaux Gardens Estate.



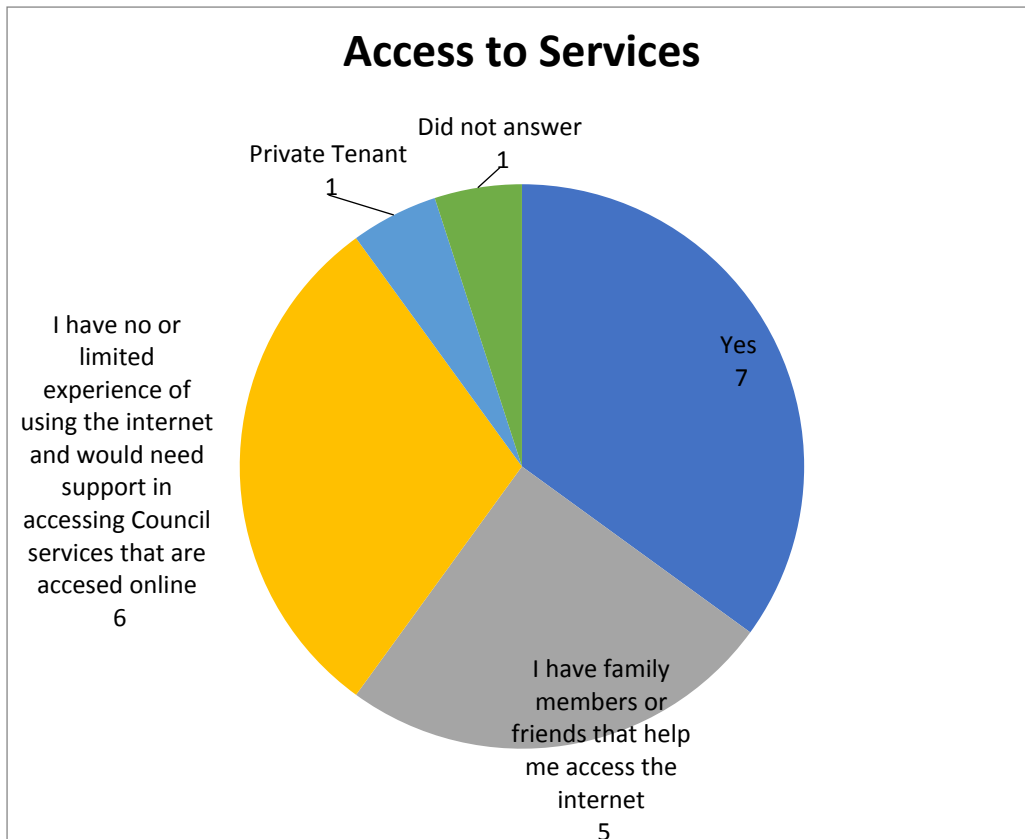
Household Size

As all of the homes in Florian and Racine are small one bedroom homes, they meet housing need for one person households, or a couple. Of 18 respondents, 15 were single person households. There is only one household where there is a larger household living in the property, with a single person and a non dependent child over 18 sharing the bungalow. Two of the homes are occupied by couples.



Access to the Bidding Process

To access the Council's Choice Based Letting System, and to look at and bid for properties, residents need to access internet, or get help from someone to do this on their behalf. Seven residents have internet access and five can help from family or friends to access the internet. 30% of those interviewed have no access to the internet and will need help or support to be able to bid for homes on the Council's Lettings System. This support will be provided by the Council's New Homes Delivery Team, together with the Council's Community Engagement Team and Resident Service.



Consultation Process

There has been a comprehensive consultation process with residents living in Florian and Racine alongside residents living on Sceaux Gardens Estate, and local community organisations that could be affected by proposals, including Sceaux Gardens TRA and South London Gallery. The consultation schedule is below.

Date	Event	Details
15 th July 2015	New Homes Delivery Team presentation to Sceaux Gardens T&RA	Initial proposal to presentation Sceaux Gardens T&RA
19 th April 2016	T&RA meeting	Attendance at by New Homes delivery team to Sceaux Gardens T&RA to present update
24 th May 2016	Sceaux Gardens Resident Design Group meeting	Attended RDG meeting to update members on proposals and to advise of future consultation.

15 th July 2016	T&RA meeting	Attendance at by New Homes delivery team to Sceaux Gardens T&RA to present update
27 th September 2016	Drop in meeting showing red line boundary and proposal to develop sites	All residents and businesses within 100m invited to attend drop in session. Red line boundary of proposed development area shown. Attendees invited to be part of project group, questionnaire completed.
8 th November 2016	Florian and Racine door knocking exercise	Spoke with Florian and Racine households and/or left letters. Completion of equalities impact assessments and gather of data.
8 th November 2016	Project group meeting 1	Self-appointed group of Sceaux Gardens T&RA members and residents of Florian and Racine ("The Project Group" Initial introductory training session by Open Communities
12 th January 2017	Project group meeting 2	Design development meeting chaired by Calford Seaden attended by project group
20 th January 2017	Initial telephone conversations with non-residents homeowners	1 & 10 Florian, also sent equalities impact assessments via email
2 nd March 2017	Project group meeting 3	Design development meeting with project group chaired by Open Communities with presentation from architects, Q&A with New Homes Team and CalfordSeaden
9 th March 2017	Florian and Racine door knocking exercise	Door knocking exercise with Private tenants of 1 & 10 Florian. Completion of equalities impact assessments.
19 th June 2017	Project group meeting 5	Design development meeting with project group chaired by Open Communities with presentation from architects, Q&A with New Homes Team and CalfordSeaden

3 rd August 2017	Project group meeting 5	Design development meeting with project group chaired by Open Communities with presentation from architects, Q&A with New Homes Team and CalfordSeaden
18 th July 2017	T&RA Meeting	Attendance at by New Homes delivery team to Sceaux Gardens T&RA to present update
3 rd August 2017	Project group meeting 6	Design development meeting with project group chaired by Open Communities with presentation from architects, Q&A with New Homes Team and CalfordSeaden

Conclusions

Residents in Florian and Racine are varied in age, with a high level of disability. For the rehousing process to meet the needs of residents, considerable support will be needed to assist residents to register on the Council's Housing Register, and to explain the options available for residents to move, and to help residents to bid and view properties through the Choice Based Letting System. The current proposals to develop new homes on the estate, include an option for anyone who wants to return to the estate, to be able to. There will be a local letting scheme which will give local residents first refusal on new homes in Sceaux Gardens area. Tenants with decant status in Florian and Racine will have Priority 1, and will therefore be in a strong position to access new homes through the decant process.

Appendix



Equality Analysis Template

July 2014

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies.

Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	To inform a decision on whether to decant Florian and Racine and build new Council Homes on Sceaux Gardens Estate.
---	--

Equality analysis author	Neal Purvis, Open Communities				
Strategic Director:	Gerri Scott				
Department		Division			
Period analysis undertaken	September 2016 to July 2017				
Date of review (if applicable)	TBC				
Sign-off		Position		Date	

Section 2: Brief description of policy/decision/business plan

1.1 Brief description of policy/decision/business plan

Decision to rehouse the residents of Florian and Racine, to demolish and redevelop the Florian, Racine and garage site on Sceaux Gardens Estate, as part of the Council's commitment to build 11,000 new Council Homes.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<p>The key users that will be impacted by this decision are as follows:</p> <ol style="list-style-type: none"> 1. 29 Secure Tenants of Florian and Racine 2. 3 remaining leaseholders (2 are non resident) <ol style="list-style-type: none"> a) 2? sub-tenants of the non-resident leaseholders b) 1 resident home owner occupier
Key stakeholders were/are involved in this policy/decision/business plan	<p>The key community stakeholders have been consulted about the proposal to develop new homes at Sceaux Gardens are as follows:</p> <ol style="list-style-type: none"> 1. Residents in Florian and Racine through drop in sessions on (dates) and individual consultation door to door with 20 households. 2. The Sceaux Gardens TRA and the South London Gallery are represented on the Resident Steering Group that has met 4 times to develop design proposals, and consultation methods. 3. Direct Delivery Officers have attended Sceaux Gardens TRA meetings to keep the TRA up to date on the proposals (2) times, and the Lakanal Resident Project Team based on the estate, twice. 4. The Racine and Florian Residents were invited to attend a drop-in Consultation with all the residents affected by the proposal <p>Internal stakeholder divisions that have been involved in the decision to decant Florian and Racine to enable new build are:</p> <ol style="list-style-type: none"> 1. New Homes Delivery 2. Specialist Housing Services including Resident Services and the Leasehold Management Team 3. Legal services

Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Potential impacts (positive and negative) of proposed policy/decision/business plan

1. None of the residents are school age. There is no impact on young people.
2. Majority of respondents are of working age; if they move outside of London, it may have an impact on their ability to find work.
3. For vulnerable people and those aged 55+ moving or leaving their established community may have a negative impact on general well-being. Access to existing medical and support services may be disrupted.
4. Retired leaseholders who are mortgage free may not be able to raise another mortgage to buy a new home (*have you interviewed the resident leaseholder?*).
5. Decanting will address the single household overcrowding. Current proposals to develop new homes on the estate, include an option for anyone who wants to return to the estate, to be able to. There will be a local letting scheme which will give local residents first refusal on new homes in Sceaux Gardens area. Tenants with decant status in Florian and Racine will have Priority 1, and will therefore be in a strong position to access new homes through the decant process.
6. The internal layout is poor, and space standards in the current accommodation are low and tenants will be able to move to more suitable accommodation for their physical condition.

Equality information on which above analysis is based

A survey in September of 2016 – March 2017 of two thirds of the households showed

- More than half of the households are aged between 34-64.
- Three quarters of the residents suffer from impaired health, mostly physical or mobility
- The great majority of households are single person households
- Around three quarters of tenants want to remain in the Sceaux Gardens area

Mitigating actions to be taken

1. Through choice based lettings policy, tenants would have a certain degree of choice about where they can move to. Current proposals to develop new homes on the estate, include an

<p>option for anyone who wants to return to the estate, to be able to. There will be a local letting scheme which will give local residents first refusal on new homes in Sceaux Gardens area. Tenants with decant status in Florian and Racine will have Priority 1, and will therefore be in a strong position to access new homes through the decant process.</p> <ol style="list-style-type: none"> 2. One Resident leaseholder will get rehousing support from Housing Management Services and the New Homes Delivery Team. The Council has adopted rehousing policies for homeowners affected by decanting of Council Housing. 3. Two Sub-tenants made homeless as a result of leaseholder buyout are able to obtain alternative accommodation via Southwark if they qualify for housing assistance.
--

<p>Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<ol style="list-style-type: none"> 1. Move would impact on residents/ occupants in particular who have mobility problems and have had their current home adapted to meet their disability. Their new home would need to be adapted for their use as well. 2. Residents/ occupants affected by a disability would need to re-establish, new medical support networks if the move disrupts their current support networks, such as hospital, GP etc. 3. On a positive note residents/ occupants affected by a disability could gain a home more suitable which complies with the requirements of Equality Act 2010 and built to Life Time Home Standards and/or adapted for wheelchair use. 4. All new homes on Sceaux Gardens will be built to Lifetime Homes Standard and 10% of the new homes built on Sceaux Gardens will be to wheelchair accessible standards.
<p>Equality information on which above analysis is based</p>
<p>75% of survey respondents had household members with some form of health issue that restricts daily living. disability or access need. Physical disability and lack of mobility accounted for the very great majority of the types of disability reported.</p>
<p>Mitigating actions to be taken</p>
<ol style="list-style-type: none"> 1. Choice based lettings will enable tenants' choice in finding a suitable property. The new build homes on the estate will all be built to Lifetime Home Standards and will include 10% wheelchairs. 2. The Council will offer help to pack/unpack and organise moving for tenants who are decanted. 3. Leaseholders who qualify for rehousing assistance will be registered for the the choice based lettings system. The Council offers rehousing assistance through ownership or reversion to tenancy. Leaseholders who do not qualify for Council assistance can choose

<p>their next home, in line with their housing needs, within the budget they have following buyout.</p> <p>4. Sub-tenants made homeless as a result of the leaseholders selling to the Council are able to obtain alternative, accommodation via Southwark if they qualify for housing assistance.</p>
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<p>Gender reassignment - The process of transitioning from one gender to another.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>Rehousing residents that have reassigned their gender could expose them to harassment in their new community. There are small minority of people with reassigned gender and currently rehousing policy does not discriminate against them. Choice Based Letting gives the tenant options to decide where they would prefer to live and crucially where they would not.</p>
<p>Equality information on which above analysis is based.</p>
<p>2 respondents reported having a member of their household with a reassigned gender.</p>
<p>Mitigating actions to be taken</p>
<ol style="list-style-type: none"> 1. Both Southwark housing management and housing associations have policies and officers in specialist teams to deal with anti-social behaviour such as the Southwark Anti-Social Behaviour Unit. 2. Choice based letting system, with a local letting scheme for new build homes on Sceaux Gardens will give tenants/ residents a choice of where they can move to. 3. Eligible sub-tenants who wish to remain in the area can register on the Council's housing waiting list.

<p>Marriage and civil partnership - Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>Just under one third of total respondents are married or in a civil partnership. However, the rehousing policy will not discriminate against residents/ occupants who are either single, married or in a civil partnership.</p>
<p>Equality information on which above analysis is based</p>
<p>The survey found that 4 of the respondents were married while 9 confirmed they were single.</p>
<p>Mitigating actions to be taken</p>
<p>N/A</p>

<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<ol style="list-style-type: none"> 1. The lettings policy does not take into account unborn children in determining housing need. However, babies under 26 weeks old would be considered when determining housing need. 2. Leaseholders who are on maternity leave may have difficulty qualifying for a mortgage. 3. Rehoused households with new babies may not have the same access to access to nursery places, childminders or family/support networks.

Equality information on which above analysis is based
None of the residents were pregnant at the time of the survey.
Mitigating actions to be taken
None necessary.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Possible impacts (positive and negative) of proposed policy/decision/business plan

The majority of respondents were identified as White, with around a third identified as Black. However, the rehousing policy does not disadvantage or discriminate against any race or ethnic group as both are applied fairly and equally to all groups throughout the process, and offers all tenants the option to remain within half a mile of their existing home at Sceaux Gardens.

Equality information on which above analysis is based

53% of respondents were White and 37% were confirmed as Black overall.

Mitigating actions to be taken

N/A

Religion and belief - Religion has the meaning usually given to it but belief includes religious

and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Possible impacts (positive and negative) of proposed policy/decision/business plan

Residents, who are predominately Christian and Muslim, may have to move away from their preferred place of worship.

Equality information on which above analysis is based

56% of respondents said they were of the Christian faith while 13% said they were Muslim in faith

Mitigating actions to be taken

Choice based letting, and the local letting scheme priority over new build will give tenants the ability to remain the area. Tenants need one or two bedroom homes and there is a regular supply of this size of home through the Council's Choice Based Letting Scheme.

Sex - A man or a woman.
Possible impacts (positive and negative) of proposed policy/decision/business plan
There are slightly more respondents who were male (56%). However, rehousing policy (will not disadvantage or discriminate against any gender as it is applied equally to all groups throughout negotiations.
Equality information on which above analysis is based
9 of the respondents were male, 7 were female.
Mitigating actions to be taken
N/A

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes
Possible impacts (positive and negative) of proposed policy/decision/business plan
The majority of respondents were confirmed as heterosexual. However, the rehousing policy (i.e. choice based letting, option to return and the leaseholder assistance package) will not disadvantage or discriminate against sexuality as it is applied equally to all groups throughout negotiations.
Equality information on which above analysis is based
14 of the respondents were heterosexual, with 1 bisexual.
Mitigating actions to be taken
N/A

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Possible impacts (positive and negative) of proposed policy/decision/business plan

There is no “right to family life” impact as all household residents have the option to be rehoused together (including older children living with their families).

Information on which above analysis is based

One household includes an adult child living with a parent.

Mitigating actions to be taken

1. Tenants have been given priority for new build on the estate.
2. There is a variety of bedroom sizes as part of the newbuild.
3. Officers work closely with families to ensure their housing needs continue to be met through supportive, focussed case work
4. Leaseholders are reimbursed the cost of appointing professional advisers to represent them in negotiations to secure market value in accordance with CP legislation and guidelines for buyout. Resident leaseholders qualify for a 10% of the market value as a home loss payment as well as rehousing assistance for ownership or reversion to tenancy.
5. Leaseholders that cannot afford to buy elsewhere are offered rehousing assistance.

Section 5: Further actions and objectives

5. Further actions

Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.

Number	Description of issue	Action	Timeframe
1			
2			
3			
4			
5			
6			
7			

5. Equality objectives (for business plans)

Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			2013/14	2014/15

Site Layout

Laternal



t94

Scale 1:250



Sceaux Gardens Camberwell

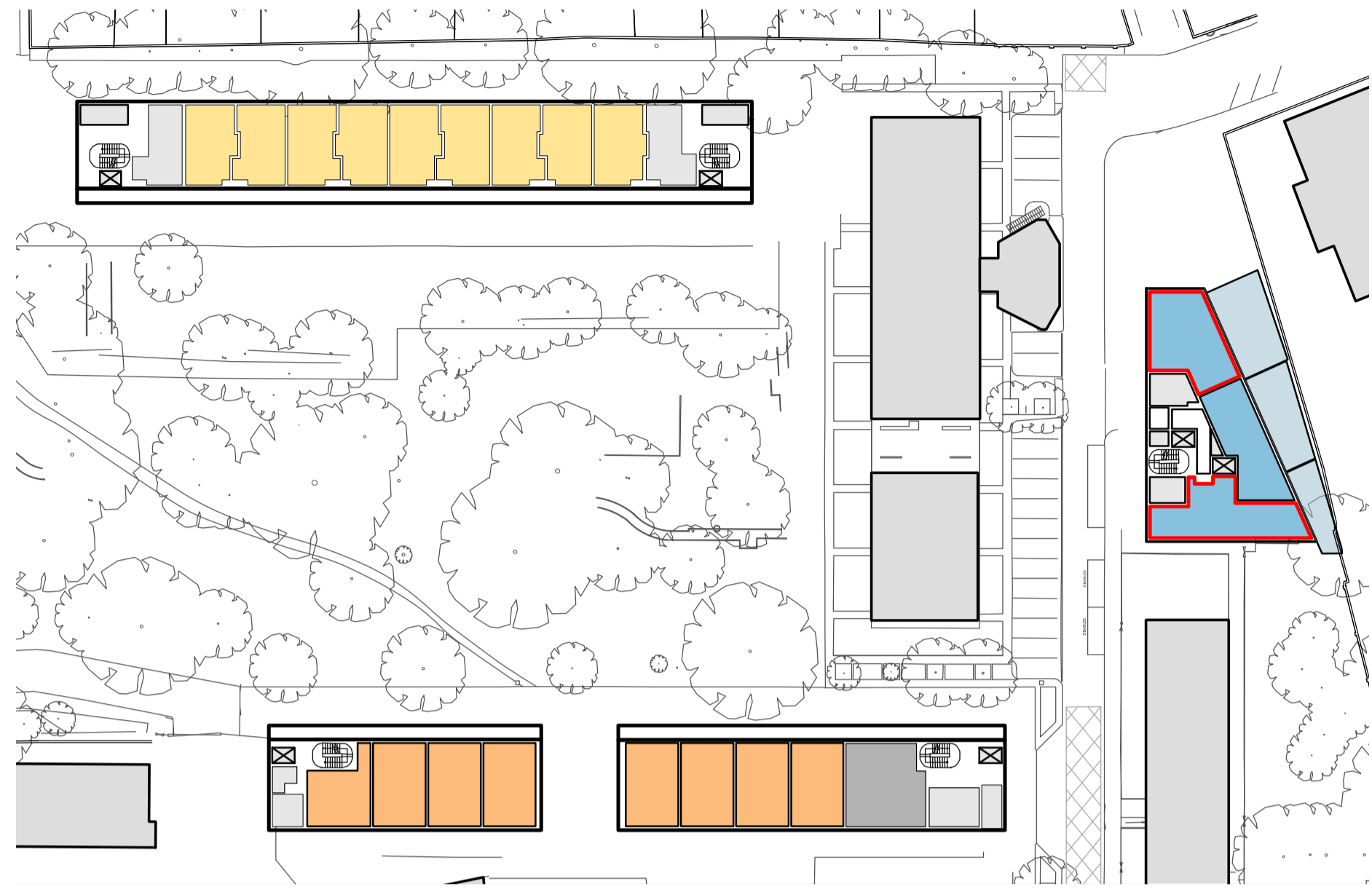
Project Group Meeting
20.03.2018



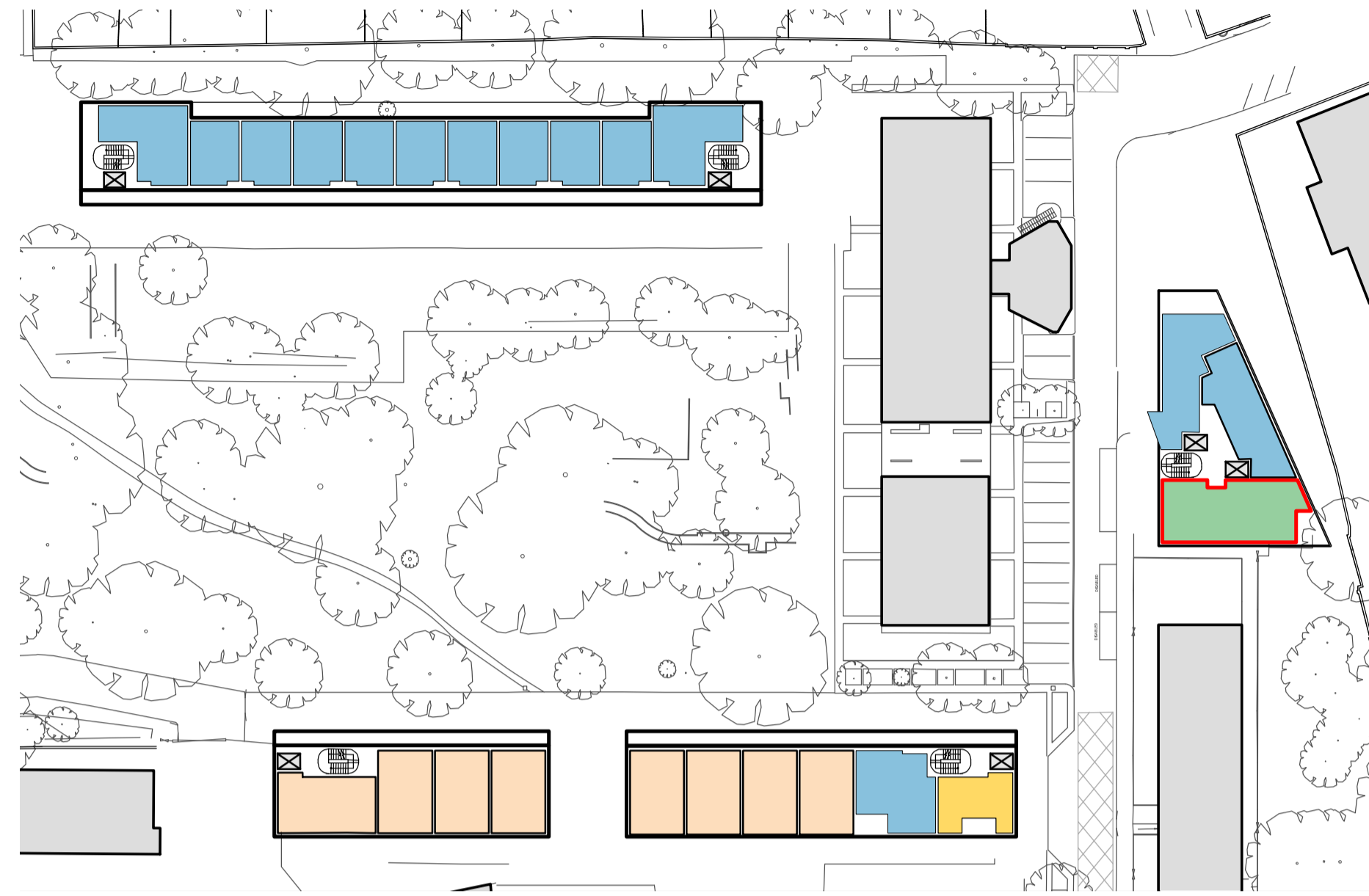
WestonWilliamson+Partners

Scheme Design

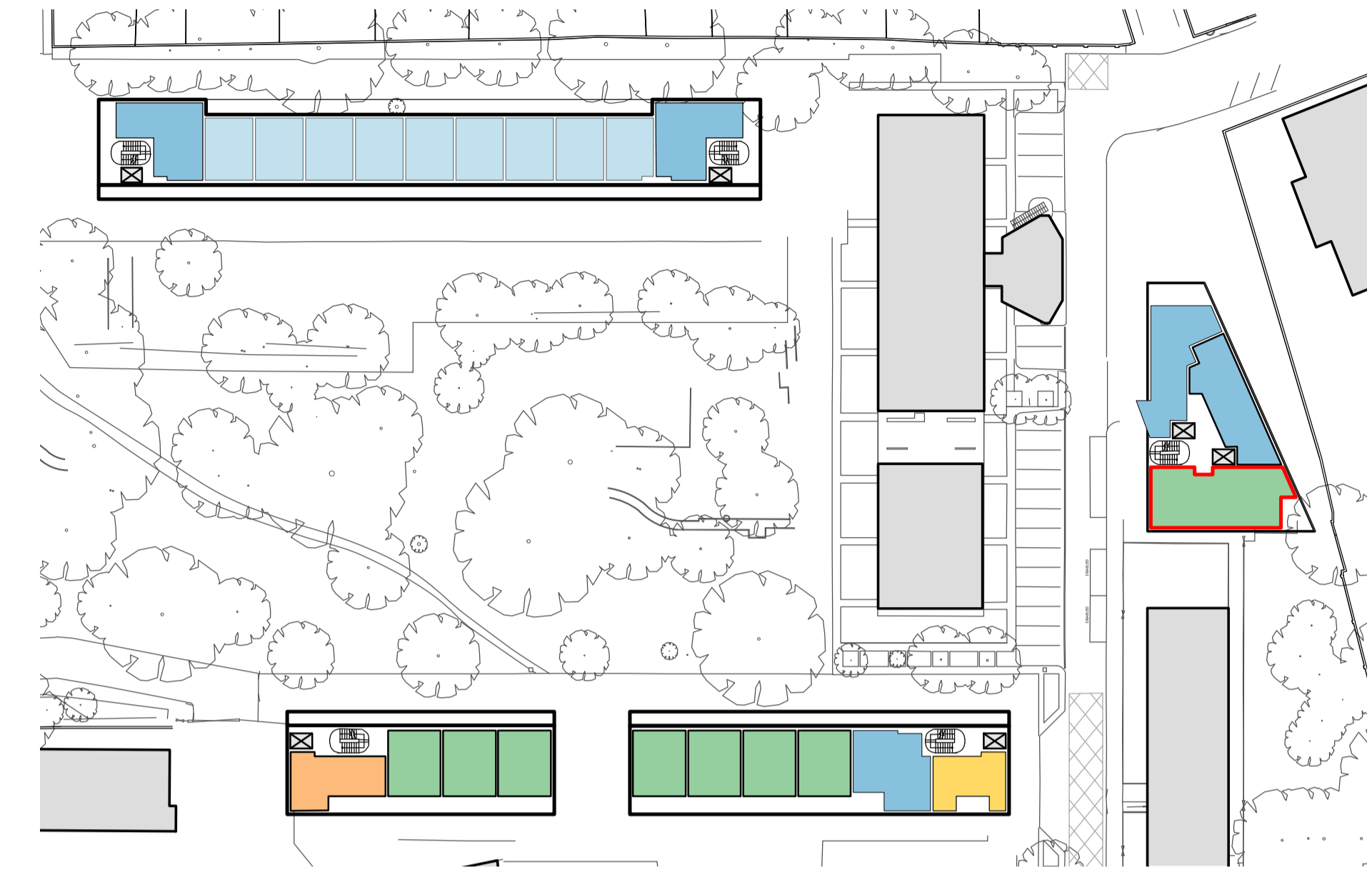
Unit Mix



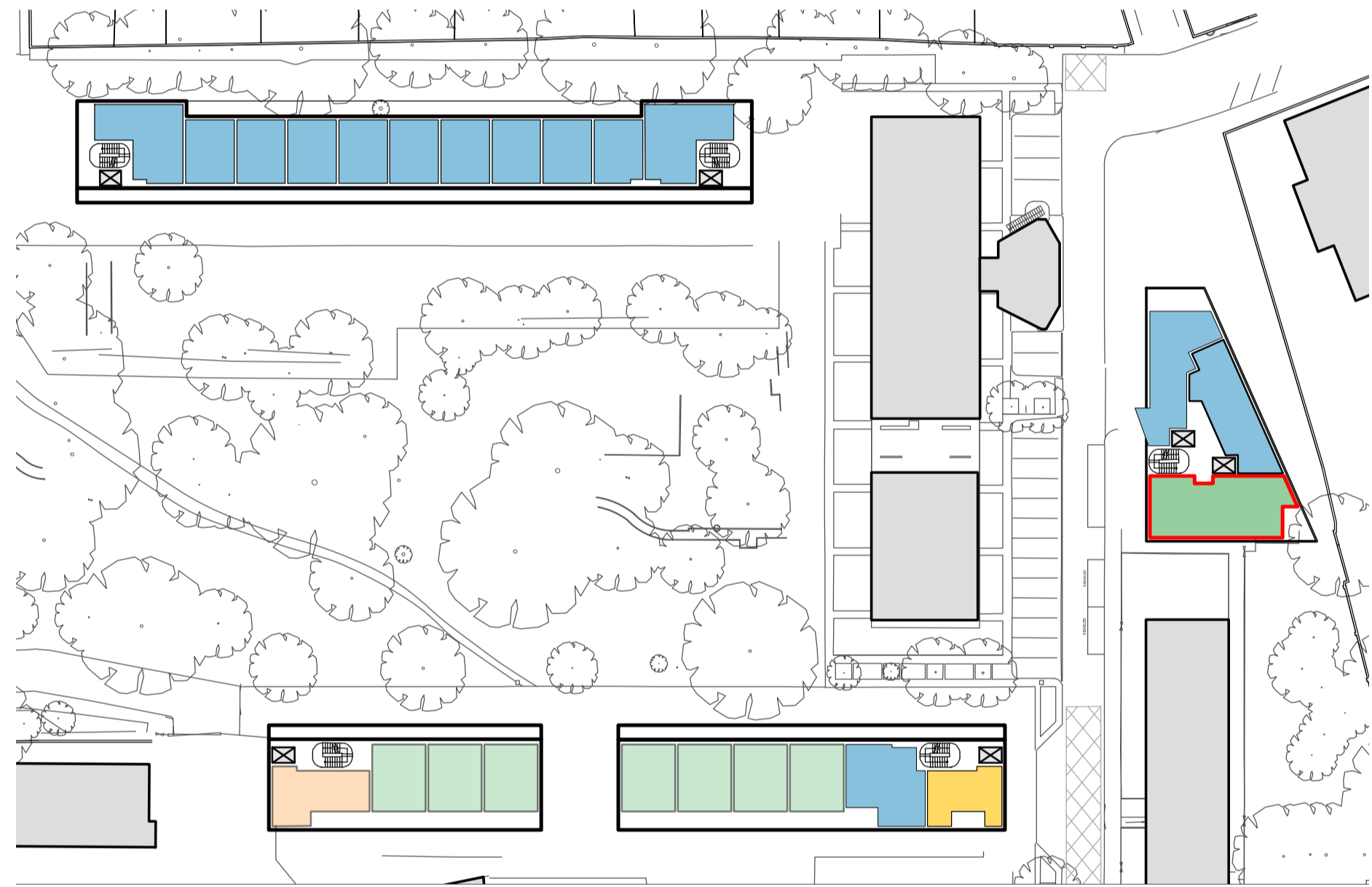
Ground Floor Plan



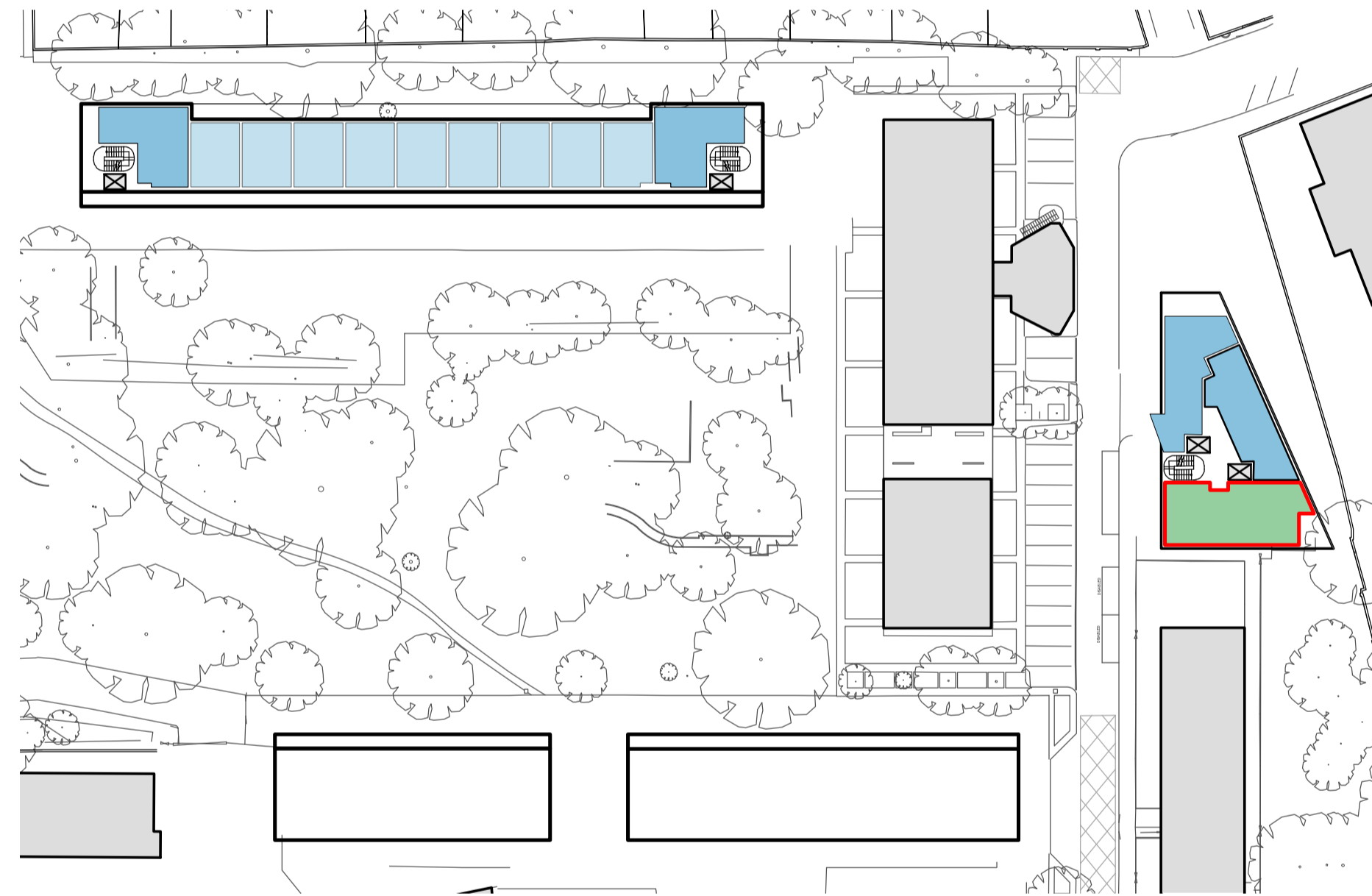
First Floor Plan



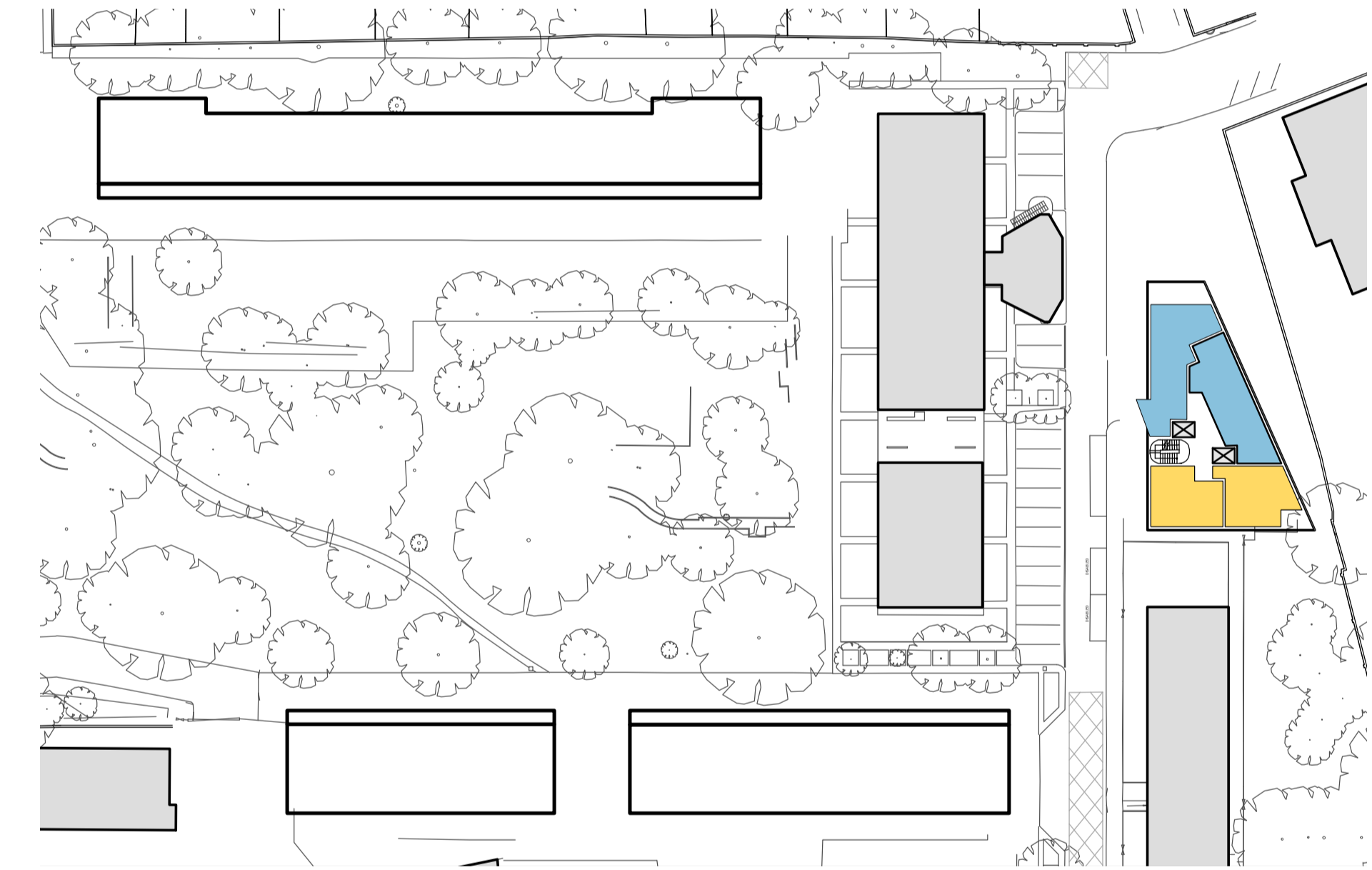
Second Floor Plan



Fourth Floor Plan



Fifth Floor Plan



Sixth and Seventh Floor Plan

Marie Curie Beyond



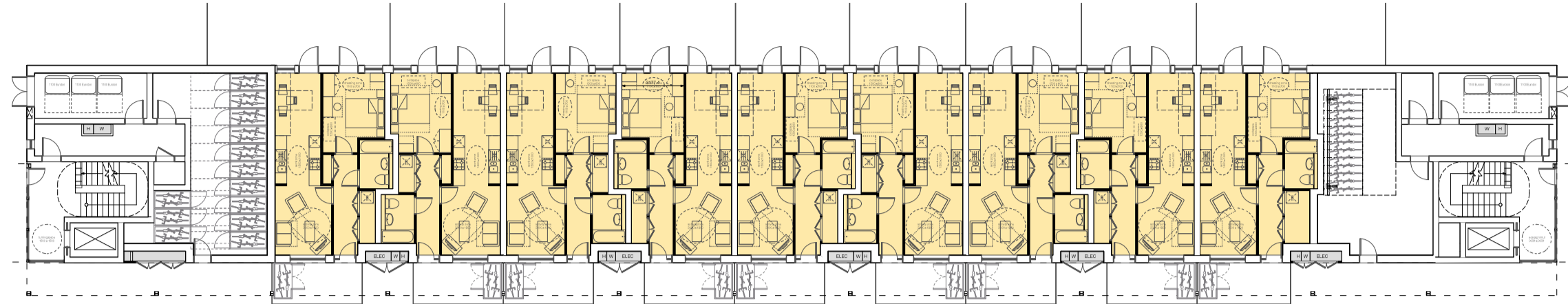
UNIT TYPE	NUMBER OF UNITS
1B/2P	16
2B/4P	42
2B/4P WC	2
3B/5P	7
3B/5P WC	4
4B/6P	9
TOTAL	80

Sceaux Gardens Camberwell

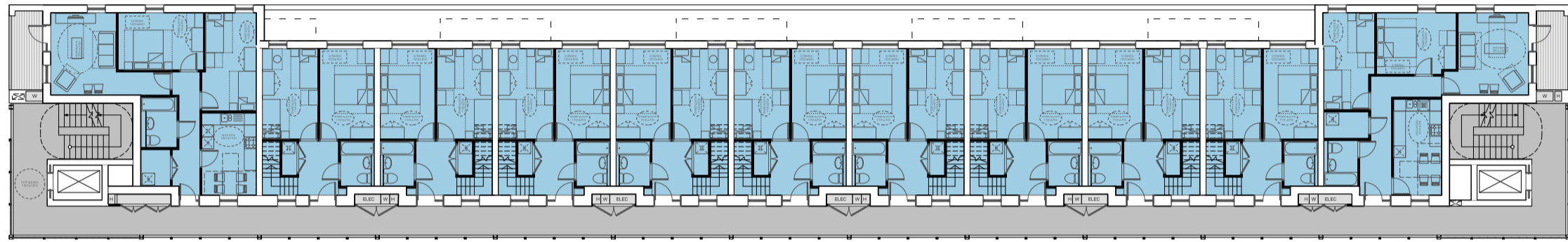
Project Group Meeting
05.12.2018

Scheme Design

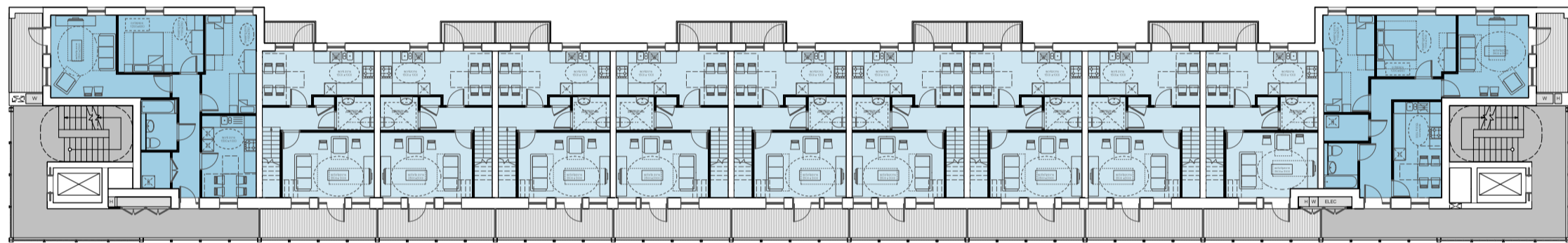
Florian Layout



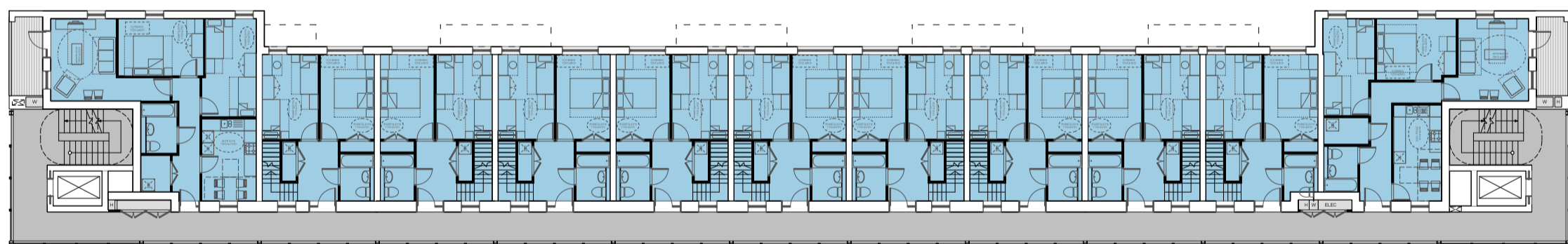
Ground Floor Plan



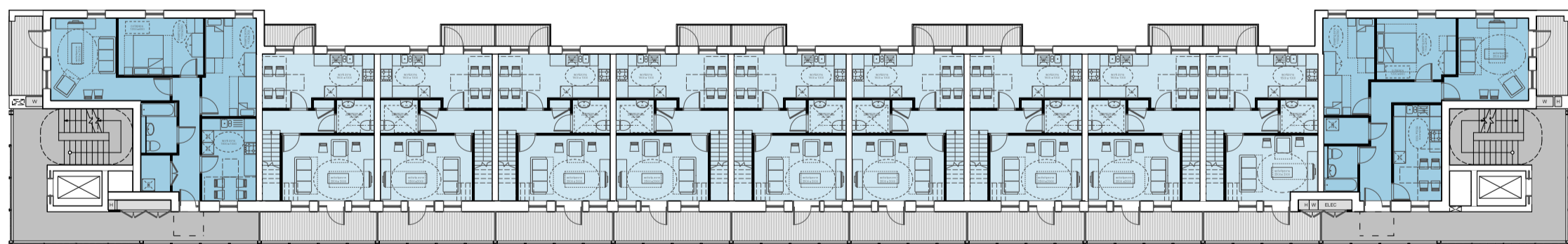
First Floor Plan



Second Floor Plan

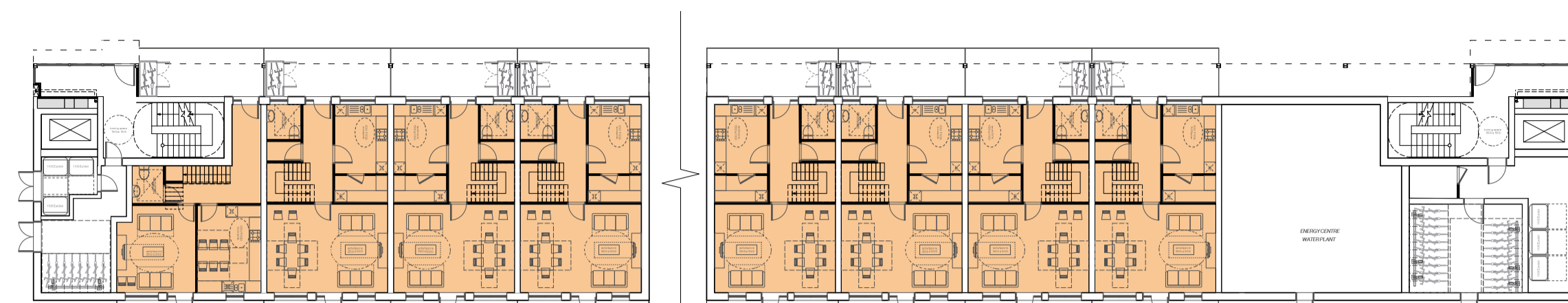


Third Floor Plan

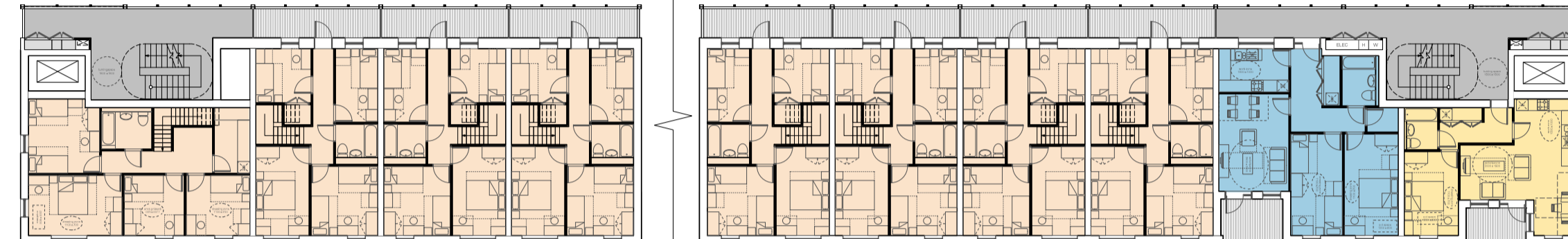


Fourth Floor Plan

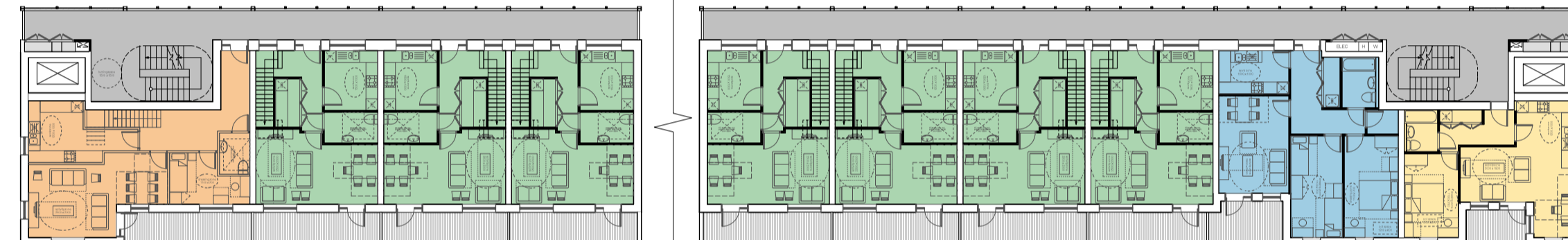
Racine Layout



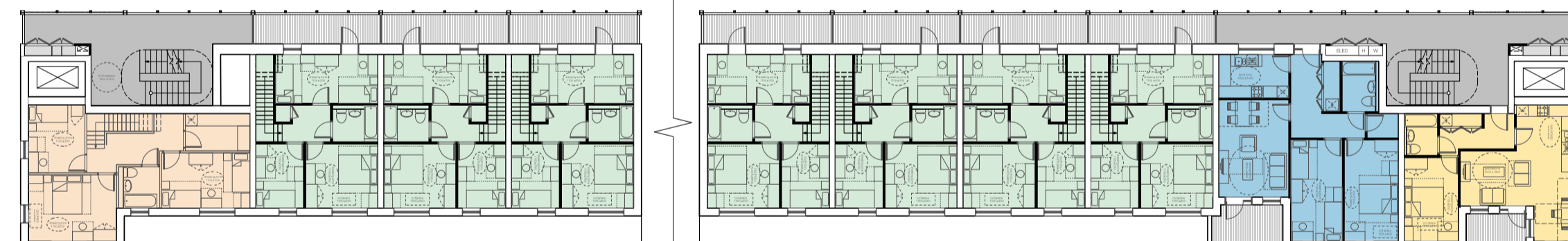
Ground Floor Plan



First Floor Plan



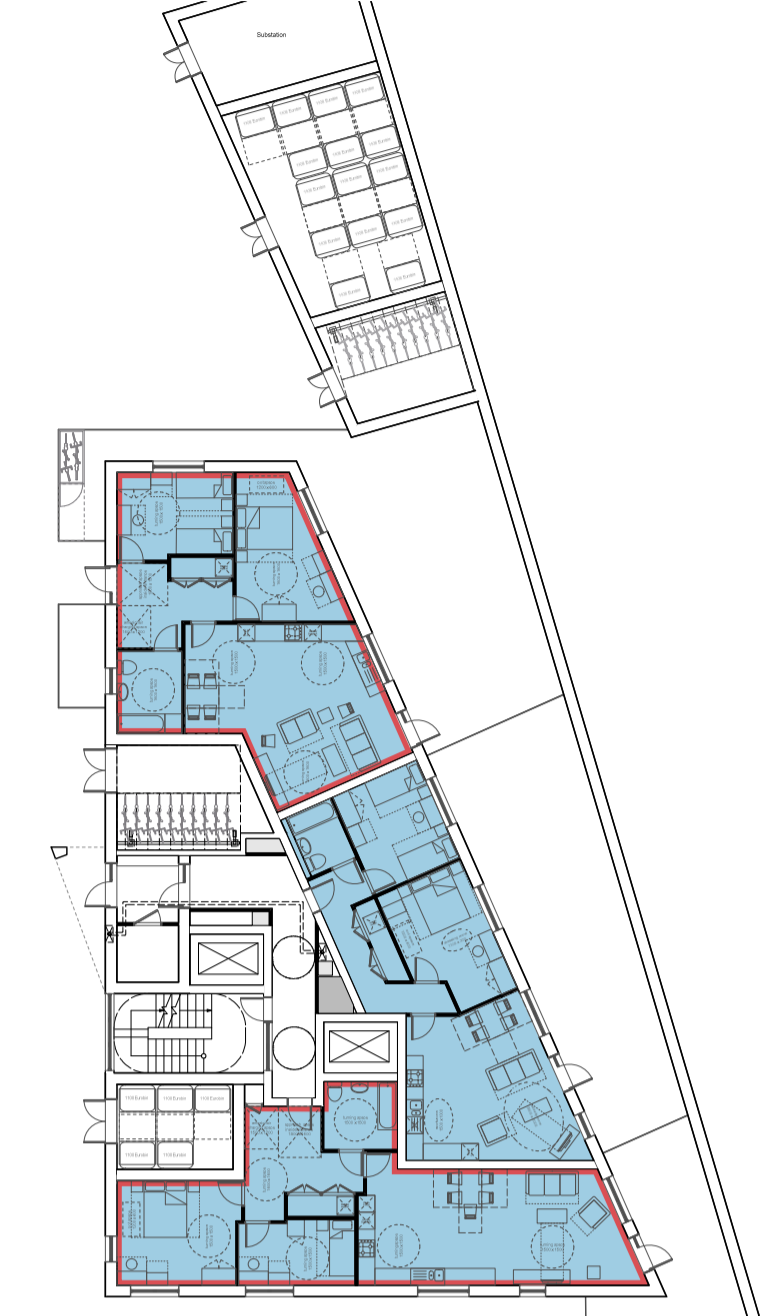
Second Floor Plan



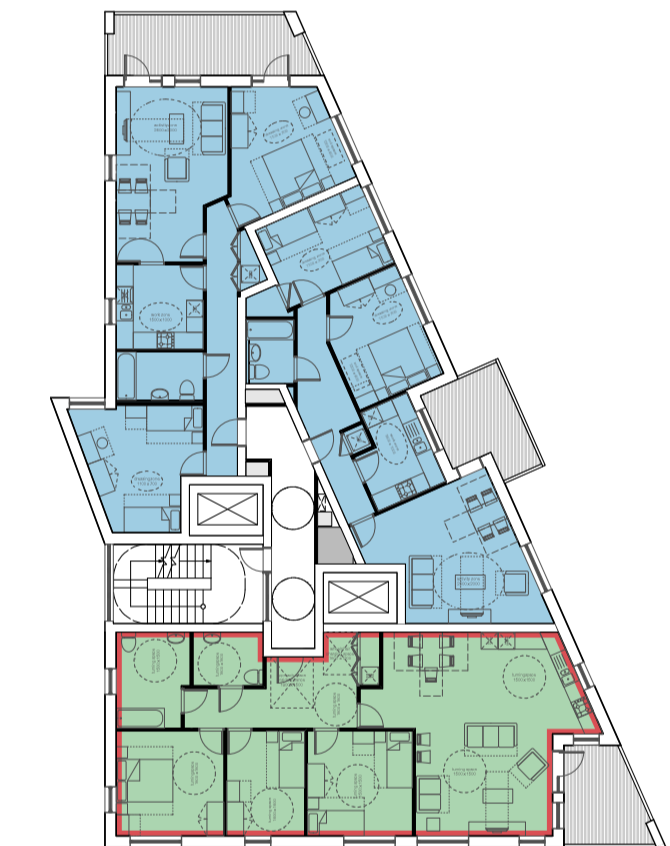
Third Floor Plan

UNIT TYPE	NUMBER OF UNITS
1B/2P	16
2B/4P	42
2B/4P WC	2
3B/5P	7
3B/5P WC	4
4B/6P	9
TOTAL	80

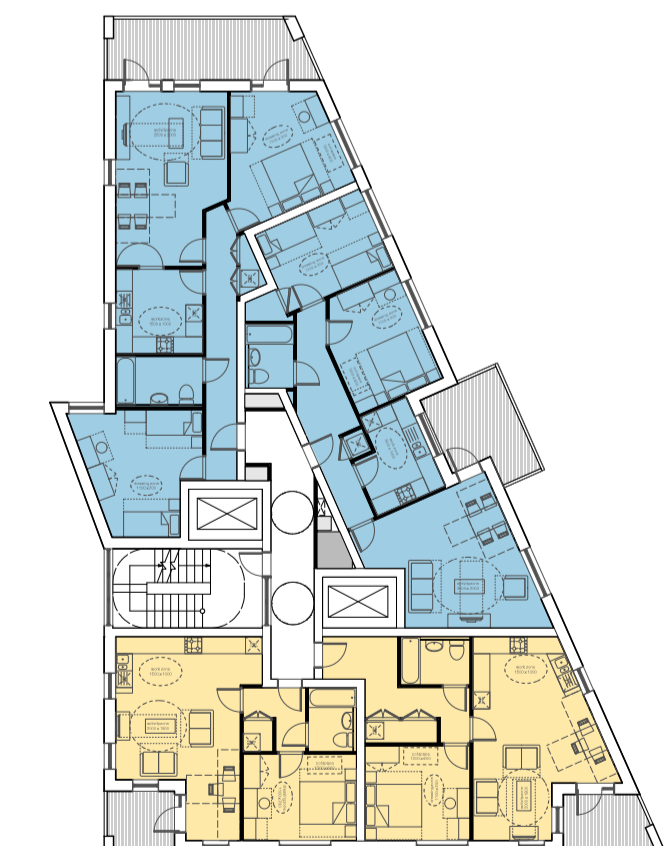
Garage Block Layout



Ground Floor Plan



First - Fourth Floor Plan



Fifth - Sixth Floor Plan

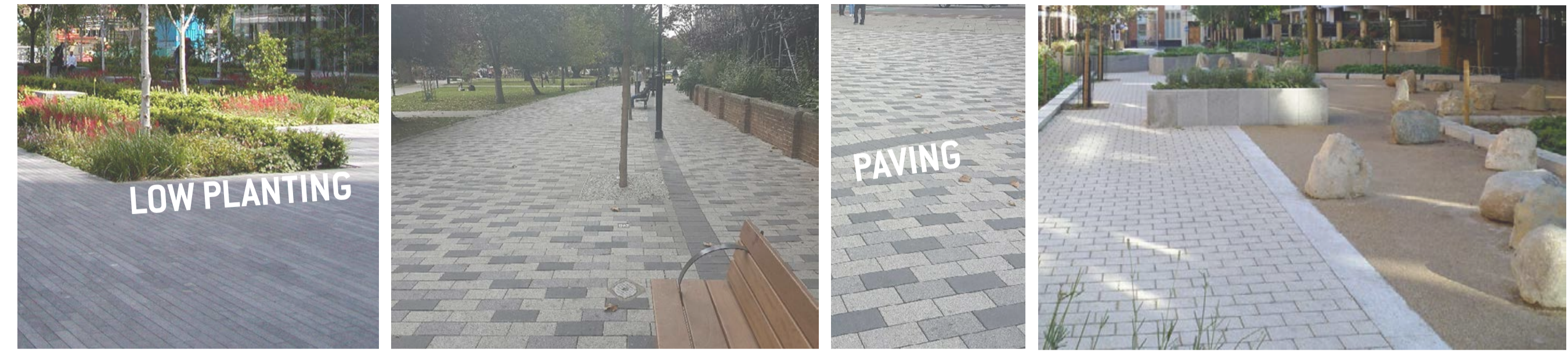
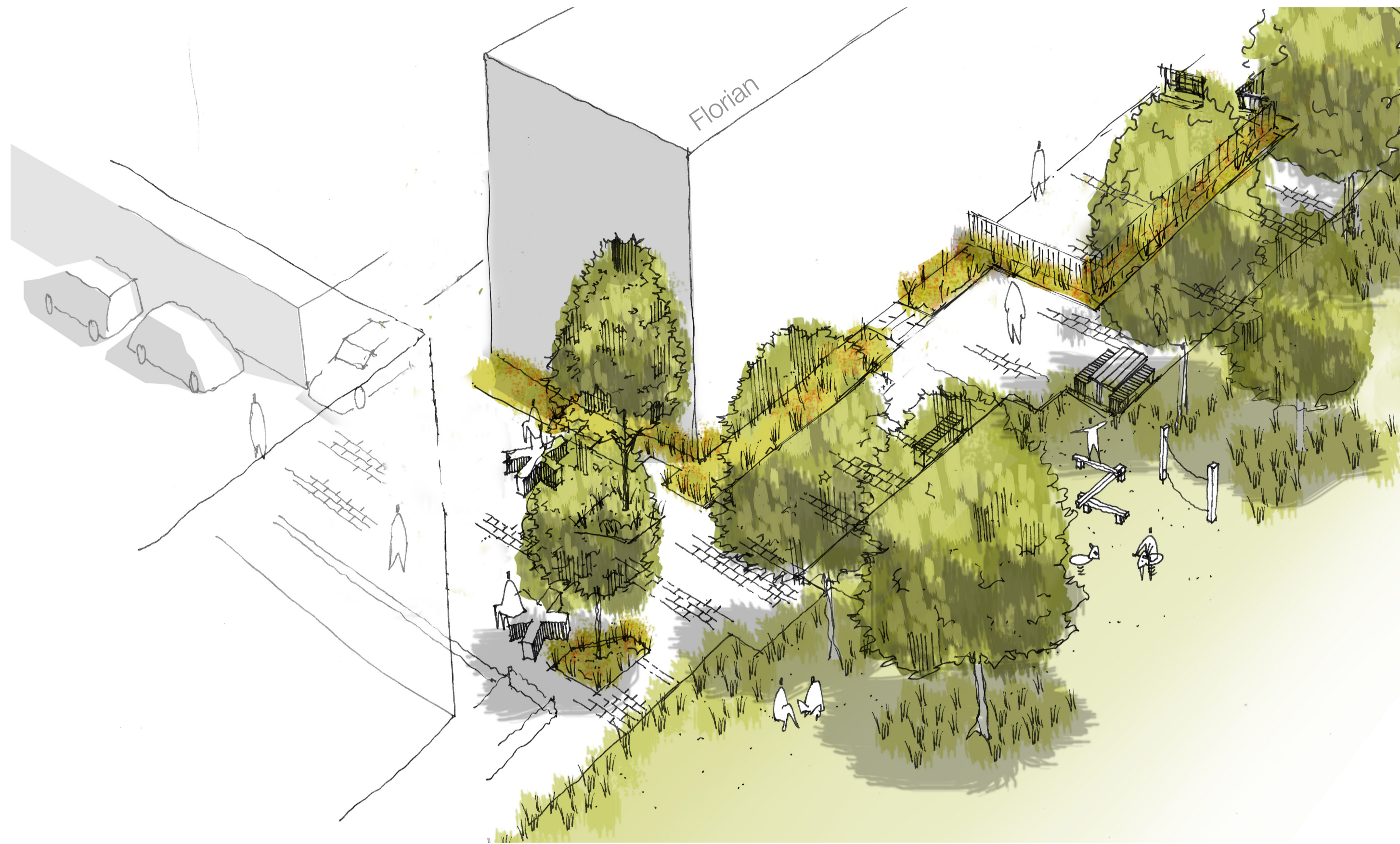
Sceaux Gardens Camberwell

Project Group Meeting
05.12.2018

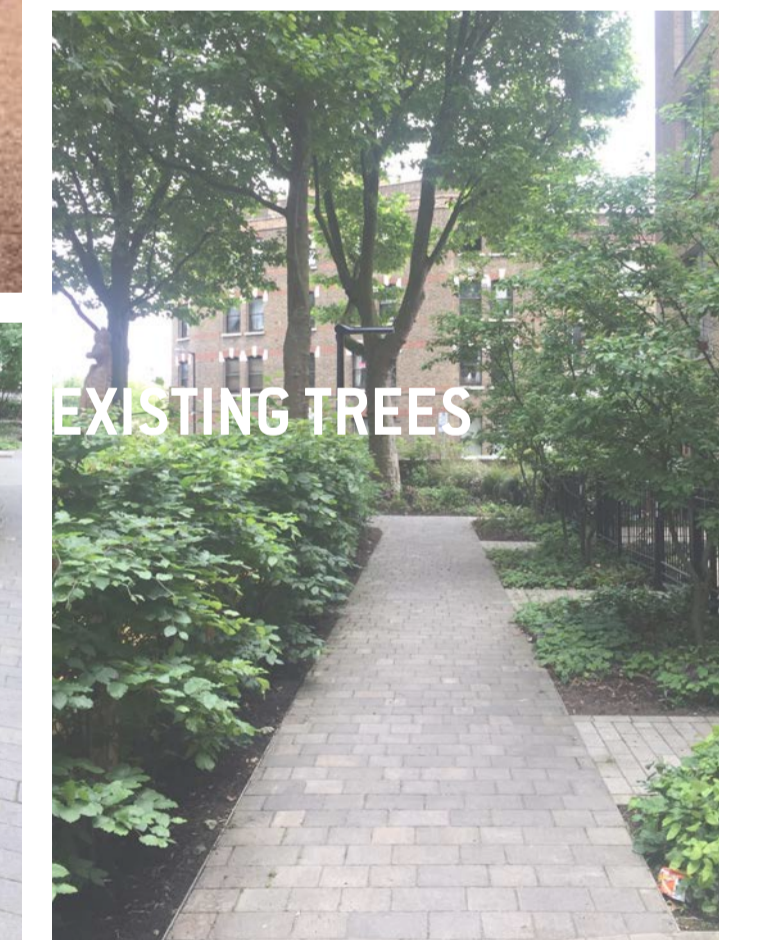
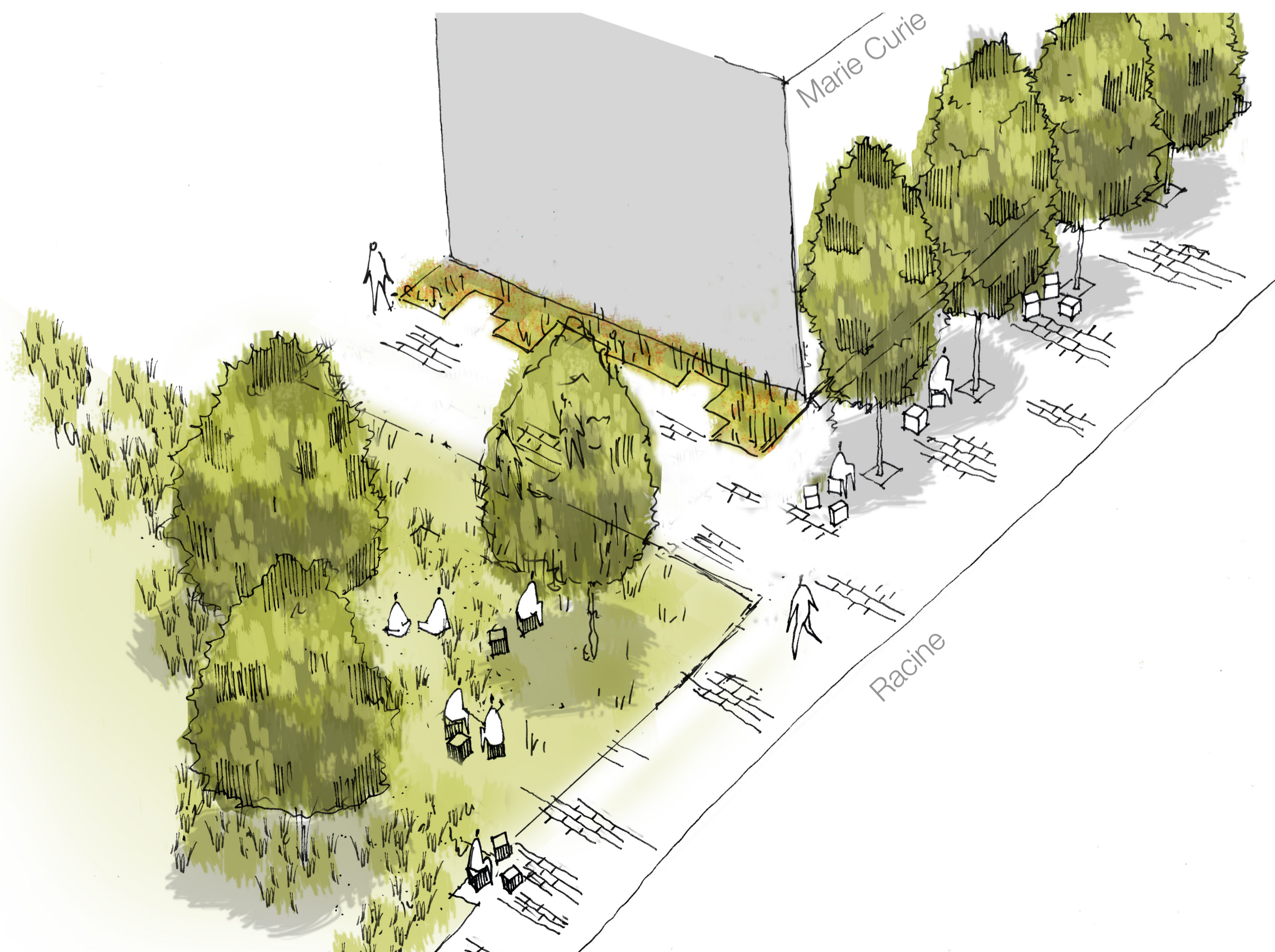
WestonWilliamson+Partners

Landscape

Landscaping along Florian



Landscaping along Racine



Sceaux Gardens Camberwell

Project Group Meeting
05.12.2018

Appearance of Florian

Florian view from Sceaux Gardens



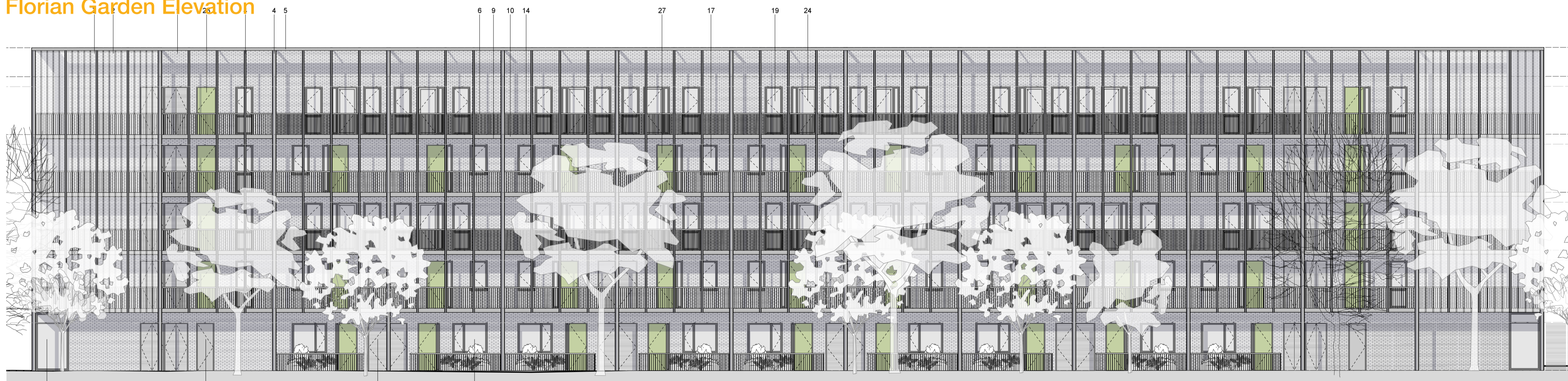
End of Florian entering Sceaux Gardens from Dalwood



View from the edge of Sceaux Gardens facing Marie Curie



Florian Garden Elevation



Precedent



Harjunkulma Housing, Denmark
Kirsti Siven+Asko Takala Arkkitehdit

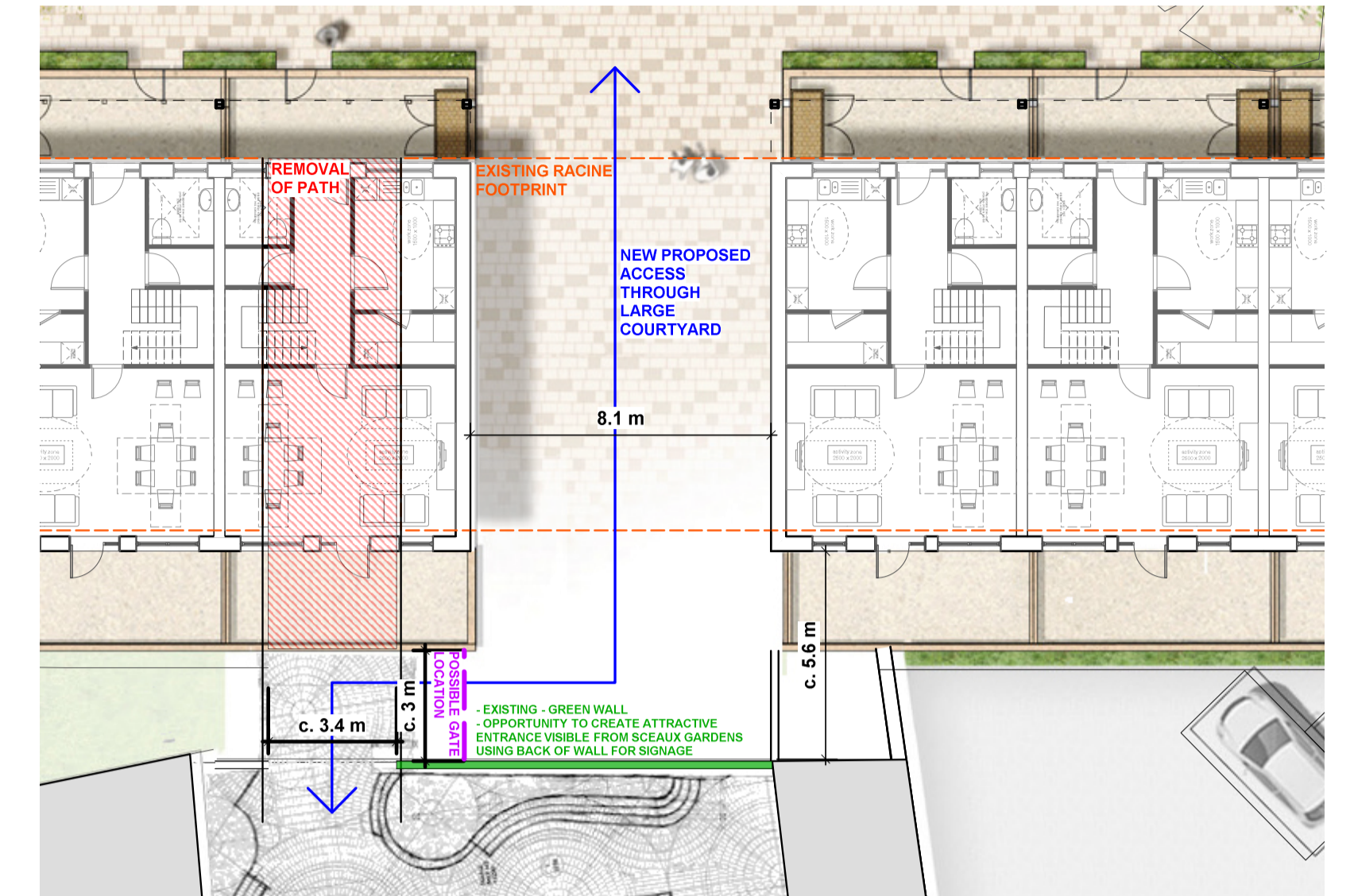
Sceaux Gardens Camberwell

Project Group Meeting
05.12.2018

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Appearance of Racine

Racine view from Sceaux Gardens



Annotated plan of courtyard between Racine blocks



Sketch View - Break in Racine block facing SLG

Racine Garden Elevation



Precedent



Jarnef Housing, Sweden - Jagnefalt Milton

Sceaux Gardens Camberwell

Project Group Meeting
05.12.2018

Appearance of Garage Block

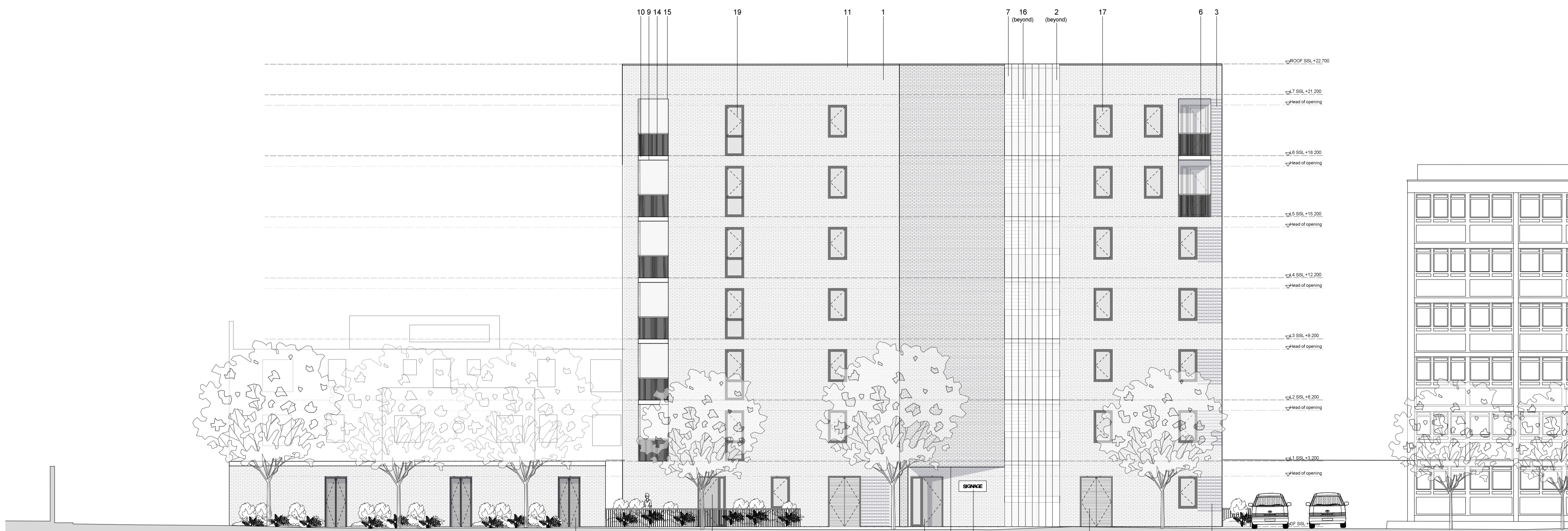
Entrance into Sceaux Gardens View



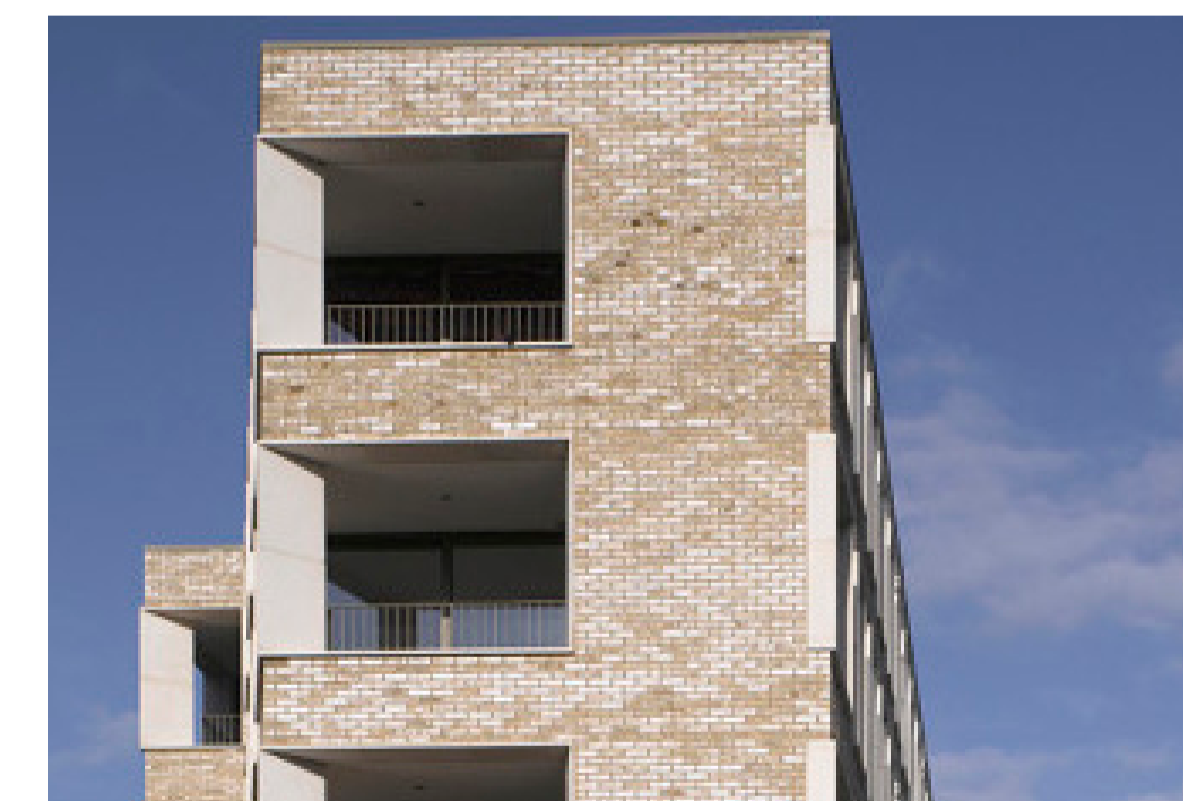
Garage block along estate road



Garage Block Estate Road Elevation



Precedent



Darbshire Place, London
Niall McLoughlin

Sceaux Gardens Camberwell

Project Group Meeting
05.12.2018

WestonWilliamson+Partners

Item No. 21.	Classification: Open	Date: 22 January 2019	Meeting Name: Cabinet
Report title:		Regeneration That Works For All Framework and Social Regeneration Indicators	
Ward(s) or groups affected:		All	
From:		Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD – COUNCILLOR LEO POLLAK, SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES

Where 'regeneration' had in some quarters become a dirty word, Southwark has sought to define more sharply the overall approach to managing change in the borough with a critical focus on ensuring that, in collaboration with the community, we are creating places that create new life opportunities, promotes wellbeing and reduces health economic and housing inequalities.

The priority given to the 'social regeneration' approach is to help maintain and underscore a renewed discipline that regeneration and development in our borough be shaped towards ensuring the benefits of new and income in the borough are reaching everyone, and that our diverse communities can gain confidence in their ability to shape, embrace and benefit from change in the borough.

This report sets out an update to the framework and process of how we achieve an approach to regeneration that works for all, as well as well as the means of monitoring the effects of change over time. It updates the core aims of the social regeneration approach to ensure we are taking a system-wide approach to promoting health and wellbeing; tackling gender, health, housing and economic inequalities; and placing a renewed emphasis on fostering meaningful pride of place as areas undergo change. It also sets places the collaboration with the community at its heart. To this end the new framework and process requires to be rooted in more intensive and multi-faceted consultation exercises, aided by the emerging Consultation Charter for developers setting a higher standards for how developers understand the area they're investing in, engage with communities and respond to community feedback.

As with the first social regeneration charter approved by cabinet in December for Canada Water, key core themes are established based on intensive socio-economic studies and consultation exercises, then laying the foundations for more detailed Place Plans that put into action a range of community investments. In practice, this approach will help ensure a stronger alignment of key institutions - from developers to the CCG to community groups - buying in to a positive common vision for an area. It will also ensure that we are securing additionality to the standard tariffs secured through the planning process.

We also publish here a new set of borough-wide social regeneration indicators, for residents, council and partners to track the health of the borough, on metrics ranging from physical and mental health, air quality, employment access, housing affordability and much else. Suitable local indicators will be drawn out for each social regeneration charter to assess local impacts and perceptions of change.

RECOMMENDATIONS

That the Cabinet:

1. Agree the *Regeneration That Works For All* Framework (Appendix 1) as Southwark's approach to social and inclusive regeneration.
2. Agree the Social Regeneration Indicators (Appendix 2) as the high-level indicators that will be used to monitor the impact of the social regeneration work across the borough.
3. Agree to request a report back in a twelve months time to provide an update on the Social Regeneration Indicators.

BACKGROUND INFORMATION

3. Southwark is a borough with a rich and proud history, strong communities and a great ability to transform and renew to improve the lives of our residents. It is also a place of growth, development and opportunity. The council's ambition, as expressed through the Council Plan, is of "a fairer future for all" where everyone can achieve their potential, and be more than the sum of our parts in a borough that they are proud of.
4. The ambition is underpinned by principles that guide everything that we do. These include making Southwark a place to be proud of and treating residents as if they were a valued member of our own family. It is this ambition and our fairer future values that provide the basis for developing a social regeneration policy framework.
5. Southwark adopted an initial Social Regeneration Framework in September 2017. It sets out three primary regeneration objectives:
 - A borough wide approach to improving the wellbeing of all current and future generations.
 - A One Council and partnership approach to ensure all our assets are used and aligned effectively to bring about improved wellbeing for people and places across Southwark.
 - Wellbeing as a primary outcome of all our work

Along with the framework, it was agreed that a set of high level outcome measures should be developed to monitor the impact of social regeneration and whether it is making a difference to people's everyday lives.

6. The Southwark Conversation informed the development of the social regeneration agenda. It found that the most important issues for us to tackle are: housing, public realm, transport, education, access to key services such as health and social care, and employment and training. Strengthening and supporting all communities to have pride in their neighbourhoods was also highlighted in the Southwark Conversation.

KEY ISSUES FOR CONSIDERATION

7. The social regeneration approach has a long history in Southwark, which has always been a place of visionary change. In the early twentieth century, Southwark was home to Ada and Alfred Salter, pioneering MPs who brought one of the first public health services to this corner of London. More recently, Southwark has led urban regeneration to boost local economic growth, revitalise neighbourhoods and create opportunities for all. Over the last two decades, Southwark has fallen from the twelfth most deprived borough in the UK to the forty first.
8. Working with residents, development partners and the community, Southwark is delivering exciting and complex regeneration schemes. This is helping to shape future neighbourhoods at Elephant and Castle, Aylesbury, Canada Water, Old Kent Road and the London Bridge Quarter among others.
9. Regeneration has brought thousands of new homes and jobs to the borough. Since 2010, Southwark has built more new homes than most London boroughs and has delivered among the highest number of affordable homes in the country. Regeneration has helped provide borough wide investment which would otherwise have been very difficult to achieve due to government cuts from Southwark's income. This investment has delivered improvements across the borough in transport facilities and environment improvements as well as wider benefits such as improved leisure centres, libraries, parks, community facilities, business space and healthcare facilities.
9. Southwark has improved across a range of well-being outcomes – more jobs and apprenticeships, improved educational attainment, 96% of homes classed “decent”, free gym and swim for residents at new and upgraded leisure centres and more libraries. This progress highlights the strong baseline upon which our approach to social regeneration is built. However, there is no room for complacency and there is more we can do to harness change to improve life chances and ensure that no one is left behind.
10. Our achievements created the conditions to agree an initial approach to social regeneration in September 2017 and to undertake the Southwark Conversation. The progress in the last year has prompted the development of a refreshed framework to provide a common vision to making regeneration work for everyone in Southwark. The Social Regeneration Indicators will enable us to monitor the impact of the framework, learn from our progress and be better informed to plan strategically for future social regeneration activities.

Regeneration That Works For All Framework

11. The initial Social Regeneration Framework outlined Southwark's commitment to aligning the social and physical aspects of regeneration to improve life opportunities for all. It commits to creating regeneration work for everyone with three primary objectives, as outlined in paragraph 5.
12. The updated *Regeneration That Works For All Framework* (appendix 1) builds on this to incorporate our progress and learning from the past year to develop our ambitions going forward.
13. Our approach to ensuring that regeneration works for everyone aims to create new life opportunities, promote wellbeing and reduce inequalities. It is about

harnessing change so that people have better lives in stronger communities. The *Regeneration That Works For All* Framework identifies three aims:

- **Improving life opportunities, good health and wellbeing and pride of place for all:** Priorities include making the social aspects of regeneration central to our built environment programmes, taking a system wide approach to health and wellbeing, creating pride of place for all our communities and creating cohesive neighbourhoods.
- **Investing in communities:** Priorities include creating employment opportunities, investing in community resources and infrastructure, developing inclusive and sustainable local services and shops, enabling the benefits of regeneration to extend beyond a geographically defined area and collaborating with the community in creating and protecting places.
- **Reducing inequalities:** Priorities include investing in prevention and tackling the wider determinants of inequality, taking a targeted approach to strengthen support for the disadvantaged and vulnerable and creating welcoming and safe neighbourhoods.

17. This revised framework is shaping the development of a number of documents that will be used to embed our social regeneration principles throughout the council and facilitate implementation at a local level. Social Regeneration Charters set out the policy context, vision and priorities for each regeneration area. Social Regeneration Place Plans sit underneath each Social Regeneration Charter and detail how the charter's vision will be implemented. They will include community investment commitments, developer commitments, council commitments and partner commitments. Area specific indicators will help monitor the impact that the charter and place plans are having.
18. The framework ambitions will guide all our regeneration work but will need to be delivered in a flexible way. For example, the principles and visions of the local social regeneration charters will reflect the demographics, needs and aspirations of the local community. The place plans will vary on a locality basis depending on the features of each area and its regeneration process.

Social Regeneration Indicators

19. The Social Regeneration Indicators (Appendix 2) sit alongside the *Regeneration That Works For All* Framework and the Council Plan to assist in monitoring the impact that change and regeneration is having across the borough and within localities. The findings will be used to understand the impact of our regeneration programmes, learn from our own progress, inform council policies and projects, plan strategically for the future and influence others.
20. Our approach to ensuring regeneration works for everyone is multi-disciplinary, requiring effective partnership working, integrated approaches to problem solving and strong involvement of local communities. A single, borough-wide indicator set will help to focus our attention on what is important and demonstrate how we are working collaboratively. These indicators are aligned to the Council Plan and cover a number of key issues, including health and wellbeing, employment, housing, satisfaction with local area and air quality.
21. The indicators were developed in collaboration with colleagues from across the council. Community and voluntary representatives were also engaged in the process.

22. A set of principles have guided the development of this set of indicators:
- Build on existing plans, strategies & indicators in the borough - Outcome measures should draw on existing work and areas of good practice and reflect local partner aspirations.
 - Measure differential impacts - Where possible, measurement should allow for outcomes to be reported for different population groups to determine the state of inequalities.
 - Ensure balance between objective and subjective indicators - Perceptions of local communities about the impacts and benefits of regeneration are a key component of the outcomes measures as we seek to understand whether residents feel that social regeneration is working for them.
23. These indicators will be shared with residents via the council website so they can track the state of social regeneration in Southwark and see how it affects our health and wellbeing and reduces inequalities. Cabinet will receive an update report on progress of the indicators on an annual basis. Some of the indicators are collected nationally, some locally and some subjective measures will be added to the resident's survey. We will aim to provide benchmark data where available.
24. Area specific indicators will also be developed to assist in monitoring the progress of the social regeneration charters and place plans. These indicators will be used to understand the impact that regeneration activities are having at a local level and help identify future actions.
25. In addition to the key indicators, it is important to understand peoples' lived experiences of regeneration and how these are changing over time. While periodic surveys can provide some of these insights, there are richer and more comprehensive insights to be obtained from using qualitative approaches using key informant interview, participant observation, focus group interviews etc. These have already been successfully used in the Old Kent Road and Canada Water regeneration sites and there will be opportunities to develop and promote these approaches to complement the use of the indicators in the future.

Community impact statement

26. The *Regeneration That Works For All* Framework puts people and communities at the centre of everything we do. We have used the outcomes of the Southwark Conversation, the largest engagement exercise ever undertaken by the council, to shape the Council's social regeneration ambitions.
27. Community collaboration is a focus of our social regeneration approach. This approach will ensure that we work with communities to co-identify priorities and co-design solutions. We will create and provide opportunities to identify local needs and voice their aspirations and concerns at every step of the process. We will use innovative methods to engage and proactively seek out groups we do not often hear from to ensure the views of all our residents and communities are considered. Our regeneration plans will be shaped and updated to reflect what is said, heard and learned from the community. This will help us create places and spaces that are inclusive, accessible and welcoming for all our communities.
28. NICE guidance endorses community engagement as a strategy for health improvement. Local government and their partners have important roles in creating safe and supportive places, fostering resilience and enabling individuals

and communities to take more control of their health and lives. The development of a social regeneration policy framework is built upon these considerations.

Policy implications

29. The framework has been partly designed from a review of literature of social regeneration and the common principles underpinning it. The updated framework is also developed from a capture of work already underway across council services and the learning from our social regeneration work so far. This includes lessons from previous major regeneration programmes in the borough, what we have learnt from the Southwark Conversation and the development of the social regeneration charters that are already underway.
30. Policies attached to the New Southwark Plan (NSP) will ensure physical change goes hand in hand with positive social change. It is proposed in the NSP that development should contribute towards social regeneration by enhancing the health and wellbeing of residents. The *Regeneration That Works For All* Framework and the indicators are informed and aligned to the Council Plan 2018, and will align with key strategies to improve well-being such as Southwark's Housing Strategy, Air Quality Strategy, Cultural Strategy, Economic Wellbeing Strategy, Voluntary & Community Sector Strategy and plans around youth and play.

Resource implications

31. This report proposes an updated strategic approach to ensuring regeneration works for everyone. It will be used to influence council policies, projects and activities and guide delivery of shorter time milestones in the new Council Plan. Resources for those projects will be delivered within planned budgets. There is no specific resource implication attached to the Framework itself. As the Framework is implemented there may be consequential impacts on how resources are planned and these will be presented to cabinet as required.

Legal implications

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

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy (NBC/20181218)

33. This report asks cabinet to:
 - (a) agree the *Regeneration That Works For All* Framework (Appendix 1) as Southwark's approach to social regeneration, ensuring regeneration works for everyone.
 - (b) agree the Social Regeneration Indicators (Appendix 2) as the high-level indicators that will be used to monitor the impact of the social regeneration work across the borough.

34. As it is a decision on a matter that affects more than one portfolio area, it is appropriate for the decision to be taken by cabinet in accordance with Part 3D of the council's constitution.
35. Local authorities in England were until 2015 subject to a requirement to produce a "sustainable community strategy" for promoting and improving the economic, social and environmental well-being of its area and contributing to the achievement of sustainable development. This accompanied a general power to do anything the council considered likely to achieve these objectives, which in 2012 was itself revoked, in relation to local authorities in England, and replaced by the "general power of competence" giving councils the power to do any thing that individuals generally may do. Councils also retain their subsidiary power under section 111 Local Government Act 1972 to do anything calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
36. In 2012 local authorities in England were made subject to a duty to take such steps as they considered appropriate to for improving the health of people in their areas (section 2A National Health Service Act 2006, as amended). The summary of the aims of the emerging framework (at paragraph 17) states that health and well-being is at the centre of the council's developing approach to social regeneration. It can be said therefore that a development and adoption of the framework is directed at facilitating, and/or is conducive or incidental to, the fulfilment of council's duty in this area.
37. Paragraph 32 of the report refers to the public sector equality duty in section 149 Equality Act 2010. This requires the council, in the exercise of all its functions, to have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

Strategic Director of Finance and Governance (FC18/028)

38. This report requests cabinet to agree the proposed Social Regeneration Framework (Appendix 1) and agree the Social Regeneration Indicators (Appendix 2). Full details are contained within the main body of the report.
39. The Strategic Director of Finance and Governance notes that there are no immediate financial implications arising from this report.
40. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Social Regeneration – Emerging Framework and Next Steps	Public Health 160 Tooley Street London SE1 2QH	Jin Lim Jin.lim@southwark.gov.uk
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s70939/Report%20Social%20Regeneration%20Emerging%20Framework%20and%20Next%20Steps.pdf		
Report: Southwark Conversation – Additional Analyses and Dissemination	Public Health 160 Tooley Street London SE1 2QH	Jin Lim Jin.lim@southwark.gov.uk
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s76579/Report%20Southwark%20Conversation%20Additional%20Analyses%20and%20Dissemination.pdf		

APPENDICES

No.	Title
Appendix 1	Regeneration That Works For All: An Approach to Social Regeneration in Southwark
Appendix 2	Social Regeneration Indicators

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Social Regeneration, Great Estates and New Homes	
Lead Officer	Kevin Fenton, Strategic Director of Place and Wellbeing	
Report Author	Tizzy Keller, Public Health Policy Officer (social regeneration)	
Version	Final	
Dated	14 January 2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Y	Y
Strategic Director of Finance and Governance	Y	Y
Cabinet Member	Y	Y
Date final report sent to Constitutional Team	14 January 2019	

Regeneration That Works For All: An Approach to Social Regeneration in Southwark

“Regeneration that works for all ensures that the places where people live, now and in the future, create new life opportunities, promote wellbeing and reduce inequalities so that people have better lives in stronger communities.”

Context

Over the last two decades, Southwark has implemented a range of ambitious urban regeneration and development programmes which helped turn the borough from the 12th most deprived in the UK (out of 326) to the 41st. We will build on this success and ensure that all our residents and neighbourhoods are able access the benefits of regeneration now and in the future.

Southwark Council adopted an initial Southwark Regeneration Framework in September 2017. The Southwark Conversation, the largest community engagement exercise ever undertaken by the council, informed the development of this framework. The Southwark Conversation confirmed our resident’s views that the most important issues to be tackled include: housing, public realm, transportation, education, access to key services such as health and social care, employment and training. Strengthening and supporting all communities to have pride in their neighbourhoods was also highlighted in the Southwark Conversation [1].

The Social Regeneration framework identified three primary objectives [2]:

1. A borough wide approach to improving the wellbeing of all current and future generations.
2. A One Council and partnership approach to ensure all our assets are used and aligned effectively to bring about improved wellbeing for people and places across Southwark.
3. Wellbeing as a primary outcome of all our work.

Southwark commitments

One year on, we have ambitious work programmes in place to deliver our commitment to make regeneration work for all. We will work with the community to deliver these:

Life opportunities, good health and wellbeing for all and pride of place

- **Social aspects:** making social aspects such as health improvement, education and skills, community spaces, arts and culture & family and child wellbeing central to our built environment programmes.
- **System-wide approach:** taking a system-wide approach to health and wellbeing where health impacts are considered by all partners at every level and stage of regeneration and planning to create places that support people to live healthier lives.
- **Pride of place:** ensuring that buildings and public spaces are designed to promote wellbeing and a sense of pride in its communities.
- **Cohesion:** working with communities to create neighbourhoods that are integrated, cohesive and foster a sense of belonging.

Investing in Communities

- **Employment opportunities:** investing in education, training and employment opportunities for all.
- **Community resources:** providing resources and opportunities for community groups and social networks and continue to work with partners to build excellent infrastructure, such as leisure centres, green spaces, good transportation and health centres.
- **Inclusive and accessible:** developing a borough that is inclusive by investing in good,

[1] The Southwark Conversation <https://www.southwark.gov.uk/engagement-and-consultations/have-your-say/community-conversations/southwark-conversation>

[2] Southwark social regeneration framework

<http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?AllId=46785>

sustainable growth with local shops, services and facilities that support and are accessible by all residents and enable the benefits of regeneration to extend beyond a geographically defined area.

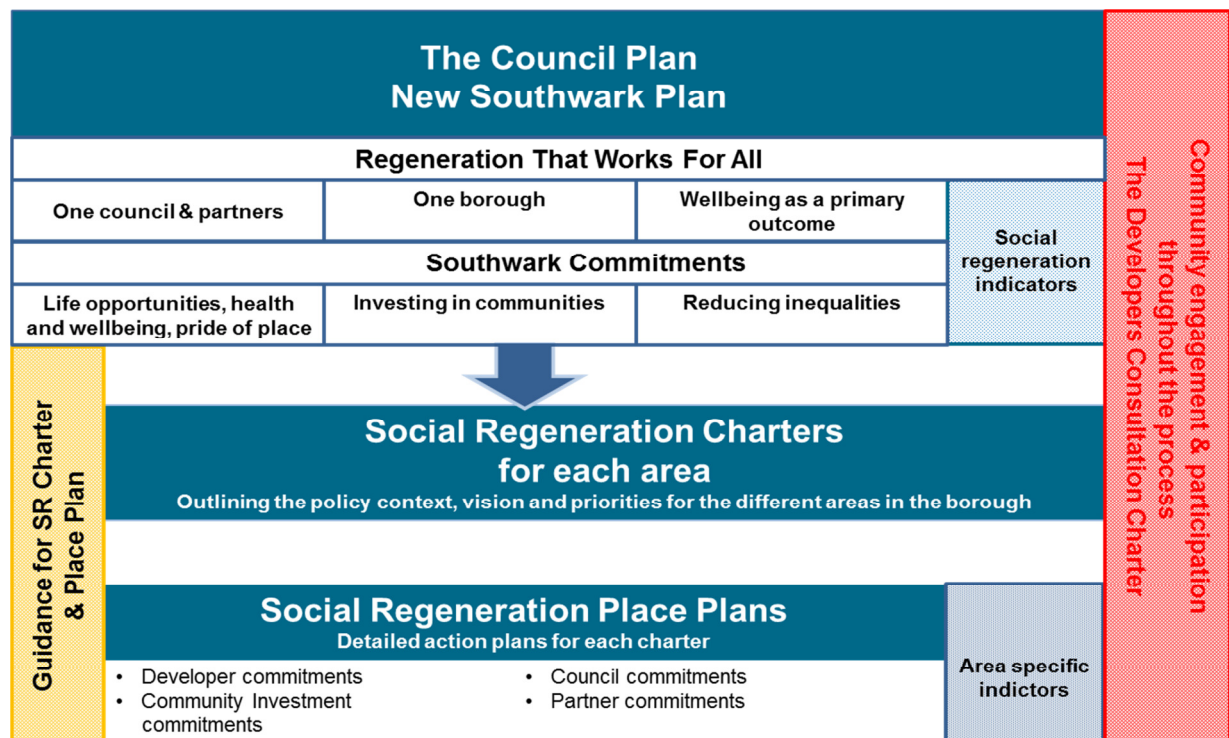
- **Community collaboration:** empowering and engaging with communities to be equal and active partners in creating and protecting places and spaces. Local communities will have opportunities to help us identify local needs, voice their aspirations and concerns and help develop solutions from the earliest point and at every step of the regeneration process.

Reducing inequalities

- **Wider determinants:** investing in prevention and tackling the wide range of social, economic and environmental factors that impact inequality.
- **Targeted approach:** strengthening the support for those who are vulnerable or face greater disadvantage to ensure that the benefits and opportunities offered by regeneration are for all.
- **Welcoming neighbourhoods:** creating new spaces through regeneration where everyone feels welcome and safe.

Implementation

The diagram below shows how the framework is shaping the development of a range of delivery documents and outcomes monitoring [3].



Core principles for using this framework

- This framework should be considered alongside SP2 of the New Southwark Plan.
- These ambitions should guide all our regeneration work, including at a local level through the social regeneration charters and place plans.
- This framework should be implemented in a flexible way depending on the features of each local area and the characteristics of its communities.
- The principles and vision of the social regeneration charters must reflect the demographics, needs and aspirations of the local community.
- The structure and content of the Place Plans for each area will vary depending on a number of factors including area demographics, number of developers and community investment plan contents.

[3] The Canada Water Social Regeneration Charter

(<http://moderngov.southwark.gov.uk/documents/s79189/Report%20Canada%20Water%20Social%20Regeneration%20Charter.pdf>) and other documents will be available online.

Social Regeneration Indicators

Place and Health Improvement

Southwark Public Health Division, Place & Wellbeing

November 2018

 @lb_southwark  facebook.com/southwarkcouncil

Purpose of the indicators

- The Social Regeneration Indicators will sit alongside the Council Plan to monitor the high-level impact that our actions are having across the borough and the progress we are making in achieving our regeneration for all ambitions.
- These outcome measures will enable us to identify priorities and learn from our own progress. The findings will be used across the council and by partners to inform council activities, plan strategically for the future and influence others.

Developing and using the indicators

- These indicators have been developed in collaboration with colleagues from across the council to ensure that all key outcomes are included and they will be effective in influencing corporate priorities. Voluntary and community sector representatives were also engaged in the development process.
- The indicators will be shared on the council website and updated as new data becomes available. This will vary for each indicator depending on how and when data is collected and published. Wherever possible, these indicators will be segmented into outcomes for different population groups to understand the impact on inequalities.
- Cabinet will receive an update report on an annual basis so they can monitor the progress of the indicators.

Next Steps

- These indicators will be underpinned by area specific indicators for each major regeneration area to give a detailed picture at a local level and help monitor the impact of the social regeneration charters and place plans.
- In addition to the key indicators, it is important to understand peoples lived experiences of regeneration and how these are changing over time. We are exploring options for qualitative approaches to provide richer and more comprehensive insights into the impact of regeneration on our residents' lives.

A Healthier Life

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
Healthy life expectancy							
Male healthy life expectancy at birth	61 years	64 years	63 years	↑	PHE wider determinants of health profile	2014 - 16	
Female healthy life expectancy at birth	63 years	64 years	64 years	↑	PHE wider determinants of health profile		
Healthy neighbourhoods index % of people who live in LSOAs which score in the poorest performing 20% on the AHAH index	91%	55%	21%	↓	PHE wider determinants of health profile	2016	Y
Social isolation % of adult social care users who have as much social contact as they would like	38%	41%	45%	↑	PHE wider determinants of health profile	2016/17	
Young people's emotional health Estimated % of 5-16 year olds with emotional disorders	4%	4%	4%	↓	PHE children & young people's mental health & wellbeing profile	2015	Y
Physical activity % of adults who are physically inactive	19.8%	22.9%	22.2	↓	PHE Physical Activity Outcomes	November 2016 - November 2017	Y
Childhood obesity % of Year 6 children who are overweight or obese	43%	39%	34%	↓	PHE NCMP local authority profile	2016/17	

A place to belong

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
People who feel able to influence local decisions % of adults who feel they can personally influence decisions affecting their local area	Available Feb 2019	Available Feb 2019	27%	↑	Community Life Survey (national) GLA Survey of Londoners (Local) Residents survey (ongoing)	2016/17 (national)	
Local regeneration satisfaction % of residents who choose to stay in the local area when rehoused as part of an estate regeneration (Ayelsbury)	Available early 2019	n/a	n/a	↑	Regeneration team	n/a	Y
% of residents who are rehoused in the local area (local lettings scheme- other areas of borough)	Available early 2019	n/a	n/a	↑	Housing team	n/a	Y
Getting on well with neighbours % of adults who think their local area is a place where people from different backgrounds get on well together	Available Feb-19	Available Feb-19	81%	↑	Community Life Survey (national) GLA Survey of Londoners (Local) Residents Survey (ongoing)	2016/17	Y
Social Mobility Index Ranks local authorities on the prospects of disadvantaged young people in each area	13 th (out of 324)	n/a	n/a	Higher rank (1=best)	Social Mobility Commission	2016	

A full employment borough

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
People who volunteer % of people who have done any forms of voluntary work in the last 12 months	Available Feb-19	Available Feb-19	63%	↑	Community Life Survey (national) GLA Survey of Londoners (Local) Residents survey (ongoing)	2016/17 (national)	
Working standards % of employees in Southwark paid below the LLW	14%	32%	n/a	↓	Trust for London	2017/18	Y
Employment rate % of residents employed	78.5%	74.2%	75%	↑	NOMIS	2017/18	Y
Gender pay gap Employees Residents	11.1% 8.4%	16.7% 12.3%	17.9% 17.9%	↓	ONS Annual Survey of Hours and Earnings (ASHE)	2018 2018	
Apprenticeships Number of Southwark Residents starting apprenticeships	880	n/a	n/a	↑	Department for Education	Q3 2017/18	Y
Job Density the ratio of total jobs to population aged 16-64.	1.29	0.99	0.84	↑	ONS	2016	

A safer community

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
Perception of safety % of people who feel safe when out and about in their local area	Available 2019	n/a	n/a	↑	Add to Residents Survey	n/a	Y

A vibrant Southwark

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
Digital connectivity % of people who go online occasionally or more	Available Feb 2019	Available Feb 2019	Not available	↑	GLA survey of Londoners (18/19)	n/a	
Access to culture % of people who have participated in a cultural activity in the last month	Available Feb 2019	Available Feb 2019	Not available	↑	GLA survey of Londoners (18/19) Residents Survey (ongoing)	n/a	Y
Vibrant High Streets Number of vacant shop units in the borough	195	n/a	n/a	↓	Planning team	2018	

A great start in life

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
Child Poverty % of all children living in relative poverty	24.6	18.8	16.8	↓	PHE wider determinants of health profile	2015	Y
NEETs % of 16-17 year olds not in education, employment or training or whose activity is not known	4%	5%	6%	↓	PHE wider determinants of health profile	2016	Y
Progress 8 Pupil progress between KS2 & KS4 relative to the England average	0.31	0.22	0	↑	DfE school performance	2017	Y

A place to call home

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
Satisfaction with local area % of people who think that Southwark is changing for the better	51%			↑	Residents Survey	2016/17	Y
Genuine housing affordability % of all new homes that are London living rent properties (gross)	To be collected on AMR going forward			↑	Annual Monitoring Report	2016/17	Y
% of all new homes that are social rent properties (gross)	16.4%			↑	Annual Monitoring Report		
Good Quality Housing % of homes meeting the decent homes standard?	96.1%			↑	Tracked Internally	2018/19- Q2	
Housing affordability Ratio of median house price in borough to median annual earnings	15.35	13.24	7.91	↓	ONS	2017	
% of median monthly income spent on rent (lower quartile)	67%	72% (inner london)	29%		Trust for London	2015/16	

A greener borough

Proposed Social Regeneration Indicator	Southwark	London	National	Aim	Source	Most recent data	Raised in Southwark Conversation?
Air Quality Percentage of (permanent) monitoring sites per year above the 40µg.m-3 limit	66% (10 out of 15)	n/a	n/a	↓	Southwark Annual Air Quality Report	2017	Y
PM2.5 level	11.7 µg.m3	11.4µg.m3	9.3µg.m3	↓	PHE wider determinants of health profile	2016	Y
Publicly accessible space Total publicly accessible open space per 1,000 population	1.22 hectares	n/a	n/a	↑	Annual Monitoring Report	2013	Y
Movement % of residents doing at least two x10 minutes of active travel a day	41%	40% (Inner london)	n/a	↑	Movement plan indicators	14/15- 16/17	
Vehicle kilometres in given year (millions)	695 km	613km (inner london)	n/a	↓		2016	

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