

Cabinet

Tuesday 24 March 2020

4.00 pm

Ground floor meeting room, 160 Tooley Street, London SE1 2QH

Appendices Part 1

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8.	Living Wage Place Action Plan To approve the draft Southwark Living Wage Place Action Plan to make Southwark an accredited Living Wage Place.	1 - 36
10.	Policy and Resources Strategy: Capital Monitoring Report, including Capital Programme Update 2019-20 (Month 9) To approve the virements and variations to the general fund and housing investment programme and the inclusion in the programme of new capital bids. To also agree and note issues relating to the month 9 capital monitoring programme.	37 - 46
11.	The Housing Repairs Service: Report from Southwark Housing Scrutiny Commission To consider recommendations from the housing scrutiny commission and agree a report back to cabinet within eight weeks from the relevant cabinet member in response to these recommendations.	47 - 63

Contact

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Webpage: southwark.gov.uk

Date: 16 March 2020

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21.	Southwark Great Estates Programme - Guarantee To approve consultation with residents on the set of baseline commitments within the Great Estates Guarantee.	225 - 229
22.	Routes to 11,000: A New Council Homes Strategy for Southwark To approve the 11,000 council homes strategy setting of the framework in which the council will deliver new homes.	230 - 245

APPENDIX 1

Southwark Living Wage Places Application

February 2020

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Developing Southwark's Action Plan

The applicant

This application for 'Living Wage Place' status is made by the Southwark Living Wage Place Steering Group. See Table 1 for the full list of the public, private and third sector organisations making up the Steering Group.

Definition of place

This is an application for Southwark to be recognised as a Living Wage Place. The geography of this Living Wage Place will be the administrative boundary of the London Borough of Southwark, as demonstrated in Figure 1.

Figure 1: The London Borough of Southwark



Steering Group members

In order to develop a locally owned and delivered Action Plan a Steering Group has been established to oversee the development and delivery of this Action Plan.

Steering Group members have been responsible for setting the Action Plan's strategic approach and will continue to lead and oversee the delivery and evaluation of the Action Plan.

With the aim of ensuring the Steering Group remains relevant to both local businesses and people experiencing low pay, membership of the group is not static, and will continue to evolve as the Action Plan develops and is implemented.

A committed partnership driving uptake in the Living Wage

Our Steering Group has been leaders and key influencers on the Living Wage agenda. Southwark is a borough committed to developing good jobs; our track record includes work done by the:

- Southwark Skills Partnership
- Southwark Apprenticeships Standard and employer engagement campaign
- Construction Skills Centre
- Four Borough Hospitality Skills study

Some highlights of work members have achieved through implementing the Living Wage include:

Since 2012, **Southwark Council** has committed to helping residents and employees in the borough get a fair day's pay for a fair day's work. The council won the Living Wage Foundation's "Places Champion Award" in 2019 in recognition of the high-profile events and campaigns the council has convened, bringing together businesses, neighbouring boroughs and other partners to champion the Living Wage.

King College London became Living Wage accredited in 2018. Since this, Kings have committed to bringing security and cleaning staff in house.

St Giles Trust is a charity using expertise and real-life past experiences to empower people who are not getting the help they need. The organisation became Living Wage accredited in December 2018; the most significant impact of this has been on their community café staff who are ex-offenders.

As part of its manifesto **South Bank Employers Group** has committed to use its influence and leadership to 'Support Living Wage South Bank which helps those employers that are looking to secure Living Wage accreditation'.

Table 1: Steering Group members

Member	Organisation	Position
Cryss Mennaceur	London South Bank University	HR Services Manager
Nadia Broccardo	Team London Bridge BID	Chief Executive
Nicole Gordon	Better Bankside BID	Deputy Chief Executive
Nic Durston	South Bank Employers Group	Chief Executive
Sarah Guerra	Kings College	Director of Equality, Diversity and Inclusion
Tyler John	Kings College	Diversity & Inclusion Project Intern
Claire Arkwright	Citizens UK	Southwark Community Organiser
Cllr Stephanie Cryan (Chair)	Southwark Council	Cabinet Member for Jobs, Business and Innovation
Danny Edwards	Southwark Council	Local Economy Team Manager
Aine Gallagher	Southwark Council	Principal Public Affairs Officer
Tim Cutts	Southwark Council	Regeneration Team Leader
James Deller	Essentia (Non-clinical)	Head of Training Academy and Talent
Vanessa Pilla	Lendlease	General Manager, Socio-Economic Development
Eleanor Wright	British Land	Head of Community – Canada Water/BTR
Stellamaris Mohammed	St Giles Trust	Head of Human Resources
Chris Mullany	Southwark News	Managing & Commercial Director

Statement of intent

By becoming a Living Wage Place, Southwark is demonstrating a commitment to tackling low pay and improving the quality of work for people across our borough.

As employers, we are committed to paying our staff the real Living Wage and acting as champions and advocates to encourage the uptake of the Living Wage in Southwark.

As a Living Wage Place, Southwark is harnessing the power of local employers, communities and people to help extend the Living Wage to more workers and lift more people out of poverty.

Principles of the Action Plan

1. Grounded in the experiences of people affected by low pay

At the heart of delivering the Action Plan, the Steering Group will seek to involve those affected by low pay. This will ensure it's relevance to people who are experiencing the challenges and a greater impact.

2. Underpinned by robust and current evidence

In order to evaluate the successes and challenges with delivering the Action Plan the Steering Group will engage with an independent academic research partner to provide robust analysis of the impact of the Action Plan. In order to maintain relevance, the Action Plan will be

adaptable to changes in the political, social or economic landscape of Southwark.

3. Complementing Living Wage Foundation work and Steering Group member priorities

The Action Plan has been developed in conjunction with the Living Wage Foundation and Steering Group members, its ambitious targets will complement and build upon existing work by individual Steering Group members. The members will continue to work together and support local activity.

4. Prioritising activity according to impact and level of challenge

In order to achieve the best outcomes, activity has been prioritised according to the impact it will have on the number of people paid the living wage and the level of challenge accreditation poses for an organisation.

5. Adopting a sectoral approach

In addition to this, the Action Plan will consider various sectors differently. This will be based on factors such as the sector's Living Wage accreditation prevalence, relationships with Steering Group members and geographical location in Southwark.

Southwark's Living Wage evidence base

Population overview

Southwark is an inner London borough with a current population of 317,300¹, this is estimated to grow to 373,000 (18%) by 2030².

The median age of Southwark residents is 33.1 years; this is almost seven years younger than the national average. This is driven by a large number of young adults in their 20s and 30s³. Southwark has 194,200 residents who are economically active⁴.

Estimates from 2018 show that 240,000 people are currently employed in the borough, evidence of a net migration into the borough for employment⁵. The business landscape of the borough is characterised by the following:

- Commercial district in London Bridge, UK headquarters of professional services organisations such as EY and Norton Rose Fullbright
- Logistics and manufacturing in Old Kent Road – Regional Hubs for DHL and FM Coway
- Of the 18,320 businesses located in Southwark, 15,185 are microbusinesses with 0-9 employees⁶.

Southwark is an ethnically diverse borough, just over half (54%) of Southwark's population is of white ethnicity, a

¹ Nomis: ONS Population estimates - local authority based by five year age band –

www.nomisweb.co.uk/reports/lmp/la/1946157256/report.aspx?town=Southwark#tabempunemp

² GLA Borough Preferred Option Population Projections 2015 <https://data.london.gov.uk/dataset/gla-population-projections-custom-age-tables>

³ ONS mid-year resident population estimates released June 2018

www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2018

⁴ Nomis:

www.nomisweb.co.uk/reports/lmp/la/1946157256/report.aspx?town=Southwark#tabempunemp

⁵ JSNA, factsheet Southwark - www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna/southwark-profile

⁶ London Councils 'London Borough Business Profiles Southwark'

www.londoncouncils.gov.uk/sites/default/files/Southwark%20report_IM.pdf

quarter (25%) black and a third of Asian (11%) or other (10%) ethnicities⁷.

There is large amount of regeneration in the borough, most notably at Canada Water, Old Kent Road and Elephant and Castle. This poses both challenges and opportunities, a priority for this regeneration is the need to ensure regeneration provides inclusive growth for all residents in Southwark. The council has specific commitments to make sure Living Wage is delivered through these regeneration areas. This will build on success in the construction phase of Elephant Park, where Lendlease and their supply chain paid all 1,400 workers the Living Wage.

Employment landscape in Southwark

Figures 2 and 3 demonstrate that the borough is particularly well served by professional, scientific and technical (PST) jobs (56,000) this is followed by administrative and support service jobs (26,000). As a proportion of jobs in Southwark, PST roles make up a large percentage when compared to the rest of the country, 23% in Southwark vs 9% in Great Britain. Information and communication roles are also well represented with 10% in Southwark and 4% in Great Britain.

Information in Figure 2 and 3 represents data for jobs in Southwark as opposed to resident jobs.

Figure 2: Labour demand in Southwark by industry (number of jobs)

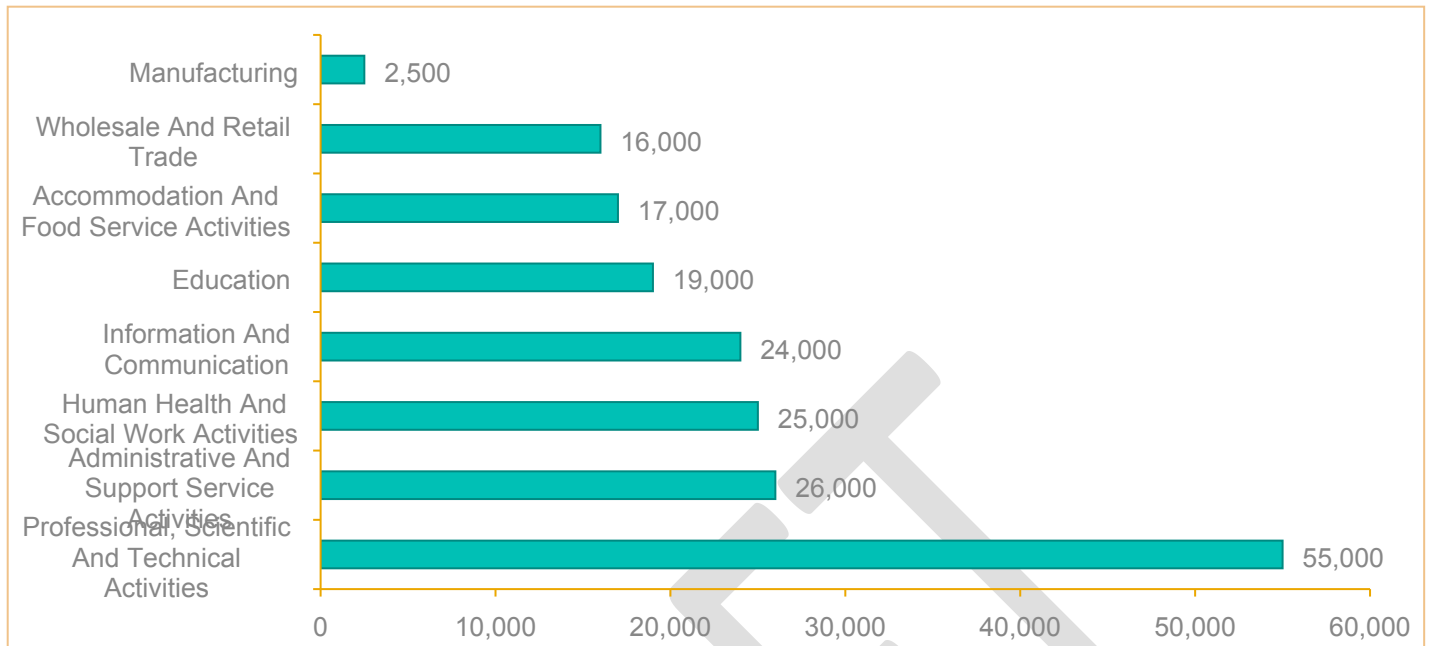
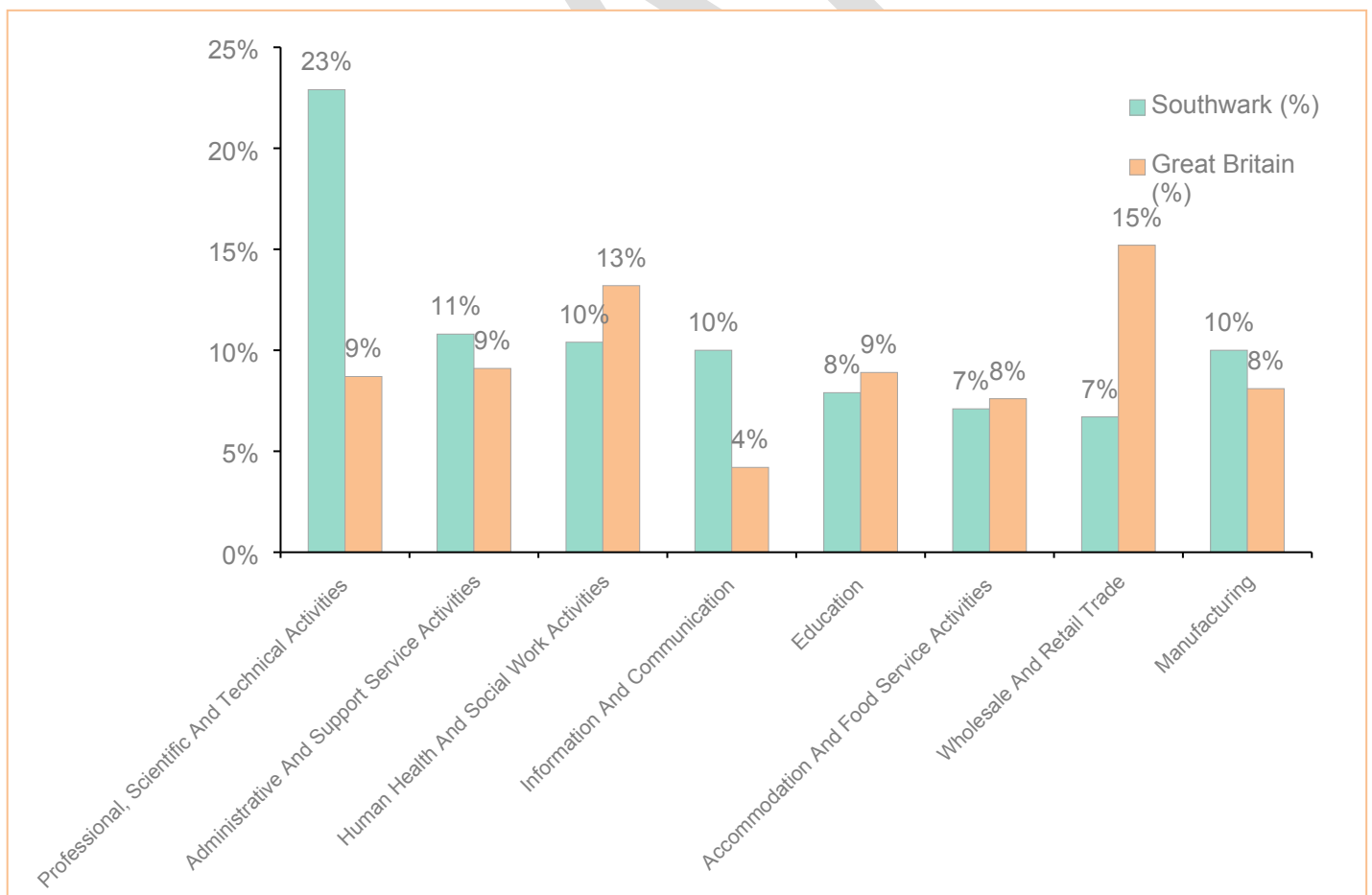


Figure 3: Labour demand in Southwark by industry as % in Southwark vs Great Britain



Educational attainment

Southwark has a highly educated workforce with 64% of its residents aged between 16-64 educated to NVQ4 and above (39% for UK); only 6% have no qualifications compared to 8% nationally⁸. Assuming a positive correlation between education levels and wages this is positive characteristic of the borough. An estimate of average hourly pay of those employed in Southwark being £18.72 compared to an average in GB of £14.88⁹.

Unemployment and poverty

Southwark has a relatively high unemployment rate of 6.51% this is the 29th highest percentage out of the 32 London boroughs¹⁰. There is also high poverty rate with 31% of households living in poverty (after housing costs) ranked 25th highest percentage out of the 32 London boroughs¹¹.

Despite the many strengths of the local economy there is a prevalence of low pay; the proportion of residents paid below the London Living Wage is 19%, from this we can estimate that approximately 37,000 residents are being paid below the London Living Wage

Baseline Living Wage coverage¹²

- 171 accredited Living Wage Employers headquartered in the borough
- 3,387 employees have received a pay rise through working for a Living Wage accredited organisation since 2012
- 16% of workers in the borough work for a Living Wage accredited business – 42,811 people
- Strong coverage by charity and media industries with 39 and 11 accredited organisations respectively.

⁸ Nomis

www.nomisweb.co.uk/reports/lmp/la/1946157256/report.aspx?town=Southwark#tabquals

⁹ Trust for London 2017 –

www.trustforlondon.org.uk/data/boroughs/southwark-poverty-and-inequality-indicators/

¹⁰ Nomis

www.nomisweb.co.uk/reports/lmp/la/1946157256/report.aspx?town=Southwark#tabquals

¹¹ Nomis

www.nomisweb.co.uk/reports/lmp/la/1946157256/report.aspx?town=Southwark#tabquals

¹² Living Wage Foundation, December 2019

Action Plan targets

Developing targets

The Steering Group are aware the Living Wage Foundation has ongoing engagement with organisations based in Southwark, this Action Plan aims to complement this ongoing work as much as possible and use the Steering Group's network and influence effectively.

We have set our targets using the following methods:

- Analysis of the Living Wage Foundation's previous achievements in Southwark

- Discussion with Steering Group partners
- Advice from the Living Wage Foundation

These targets can be amended as the Action Plan develops and as Steering Group members and organisations establish how much resource can be committed to the implementation of the Action Plan.

Table 2: Living Wage Action Plan targets

Performance measures		Baseline for Action Plan (March 2020)	Targets for yr 1 (March 2021)	Targets for yr 2 (March 2022)	Targets for yr 3 (March 2023)
Number of accredited real Living Wage employers	Continuation of normal uptake (+20 p/a)	171	191	210	230
	Effect of Steering Group (43 p/a)		214	257	300
Total number of workers employed by accredited real Living Wage employers	Continuation of normal uptake (+5,351 p/a)	42,811	48,162	53,513	58,864
	Effect of Steering Group + 25% of current uptake / Target (+6730)		49,541	56,271	63,000
Number of workers receiving a pay rise on to at least the real Living Wage	Continuation of normal uptake (+106 p/a)	3,387	3,493	3,599	3,705
	Effect of Steering Group (+371 p/a)		3,758	4,129	4,500

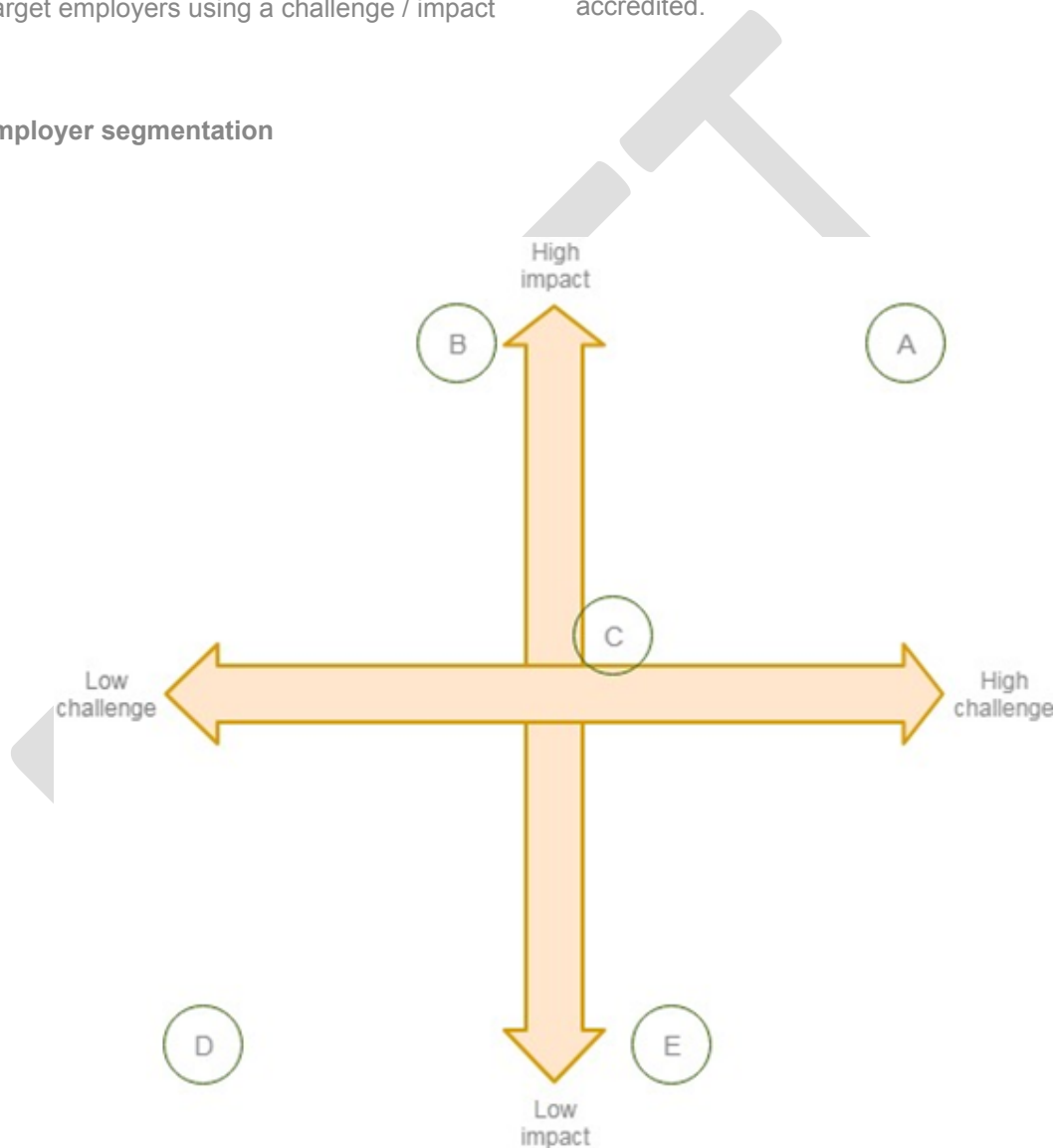
Prioritising activity

Principles for prioritising employers

In order to be most effective at engaging with employers, the Steering Group have undertaken an exercise to categorise target employers using a challenge / impact

approach as shown in Figure 4. This diagram allows activity to be targeted towards different employers based on the impact their accreditation will have on the number of employees receiving a pay rise and how challenging they are to engage with or for them to become accredited.

Figure 4: Employer segmentation



We have assessed employers based on the following two factors:

- **Challenge** – the degree to which an employer will find it difficult to meet the accreditation standards set by the Living Wage Foundation; one factor being how much will they have to change their current pay policy.
- **Impact** – the predicted impact on employees and the local community that accreditation of a certain employer will bring.

Based on this assessment the Steering Group have prioritised the types of employers the Action Plan will target (Table 3, below). Although our two top priority groups will see less impact on the number of people receiving a wage uplift, the influence these accreditations

will have on their respective sectors and consumers will build the momentum behind the Action Plan's delivery.

Principles for prioritising sectors

In addition to the above methodology for targeting employers, the Action Plan accounts for the differing challenges and opportunities the Living Wage presents for different sectors. These are summarised in Table 4.

This approach will allow the Steering Group to consider not only the challenge and impact of implementing a Living Wage but the individual business' challenges based on their industry.

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Table 3: Employer segmentation – further explanation and plan

Employer category	Challenge	Impact – number of employees receiving a wage uplift	Size of organisation (no. of employees)	Currently paying the Living Wage?	Plan	Priority
A	High	High	Large	No	Will achieve maximum employee wage uplift but will be a big challenge and resource intensive	3
B	Medium	High / Medium	Large	Yes (not accredited)	Need to find these companies and target. Will help hit target re: employees working for accredited organisation	1
C	Medium	Medium	Small / medium	No	Similar to 'A' but less of a challenge and impact as they are smaller organisations. Less bureaucracy to get any accreditation decision	4
D	Low	Small	Small	Yes (not accredited)	Small companies paying Living Wage but not accredited	2
E	Low	Medium	Small	No	Small companies not paying Living Wage. Could be encouraged with small challenge but also smaller impact. May need to contact re: help hit target around accredited organisation	5

Table 4: Sectoral challenges and opportunities

Sector	Principle Challenges	Practical Challenges	Opportunities
Construction	<ol style="list-style-type: none"> 1. Implementing a Living Wage will impact on contractor and scheme costs and so a development's viability. 2. Potential conflict with contractor delivery of Southwark Council's employment and training targets. 3. Staff retention and attraction in challenged sector. 	<ol style="list-style-type: none"> 1. Monitoring – both the wider on site supply chain and across self employed workers. 2. Contractors working across multiple sites – where some sites require Living Wage and others do not. 3. Large proportion of employees already well above Living Wage; uplift may not be substantive. Uplift is understood to largely affect banksmen, cleaning, catering staff. 	<ol style="list-style-type: none"> 1. Southwark Council has had a track record with influencing the construction industry through Section 106 agreements and the Southwark Construction Skills Centre. 2. Successful example of Living Wage being paid at Elephant Park and commitments to do the same in further opportunity areas; Canada Water and Old Kent Road.
Professional, scientific and technical	<ol style="list-style-type: none"> 1. Traditionally high pay sectors though thought that employers will have difficulties in implementing throughout supply chain. 2. Organisations have their head office in Southwark – but likely to have satellite offices in other areas of the country. 	<ol style="list-style-type: none"> 1. Implementing and monitoring throughout the supply chain. 	<ol style="list-style-type: none"> 1. Attractiveness of organisation for marketing and recruitment – 'a fair employer' 2. Southwark Council have relationship with many organisations through its Business Forum
Retail and hospitality	<ol style="list-style-type: none"> 1. Traditionally a low paid sector – wages can be a high percentage of business outgoings so any uplift will have a big impact on the business' bottom line. 2. Chains – challenge to agree to Living Wage in one borough given parity with other employees in other stores in same area. Any 	<ol style="list-style-type: none"> 1. Reaching smaller retail and hospitality businesses with little impact on the number of people receiving a wage uplift. 2. Currently few organisations in this sector accredited, little research in terms of true benefits to the retail and hospitality sector. 	<ol style="list-style-type: none"> 1. There is an opportunity to influence the sector through regeneration programmes and Skills Strategy work. 2. Opportunity to influence non-chain retailers to normalise Living Wage commitment. 3. Staff retention and recruitment is traditionally a challenge in this

Sector	Principle Challenges	Practical Challenges	Opportunities
	<p>accreditation will either be a trial or across a whole chain.</p> <p>3. Many chains are multinational organisations – who need to factor UK Staff costs against Global Staff costs</p> <p>4. Concern over implications for employing local residents who may have specific support requirements into these roles.</p>		<p>sector, a problem Living Wage accreditation has been proven to alleviate.</p>
Care	<p>1. Traditionally a low paid sector - wages can be a high percentage of business outgoings so any uplift will have a big impact on the business' bottom line.</p> <p>2. Negative consequence of accreditation could be savings made in other areas (such as carer travel time being unpaid).</p>	<p>1. Implementing and monitoring throughout the supply chain.</p>	<p>1. Steering Group membership includes the council and local NHS Trust; key influencers in this area.</p> <p>2. Southwark Council commissioned care has been successfully Living Wage since 2013.</p>
Education	<p>1. Pockets of low pay – particularly midday assistants and teaching assistant roles (which are more likely to be filled by women with caring responsibilities).</p> <p>2. Varied influence in the sector – local authority controlled schools are easier to reach.</p>		<p>1. Steering Group membership includes higher education institutes and local authority has a relationship with primary and secondary educational institutes.</p>
Creative and digital	<p>1. Sector traditionally made up of smaller businesses, with a high proportion of freelancers. This will make engaging a challenge.</p>		<p>1. A growing local sector – links can be made to the Creative Enterprise Zone in Camberwell and Peckham.</p>

Three year Action Plan

Approach to engaging with organisations

The strength of our Steering Group will be in the connections we, as a group, have with employers, residents and consumers to deliver against our targets.

Work has already begun to map the Steering Group members' local connections and spheres of influence. This exercise is demonstrating where the Steering Group could work together as a whole, or where some members could work together in delivering activity.

Defining actions

The three year action plan is based on the work the Steering Group has done to target employers and sectors. Specific employers to engage with will be identified based on:

- the tool outlined in Figure 4
- our sectoral approach outlined in Table 4
- connections and influence of Steering Group members and Living Wage Foundation activity
- geographical spread of activity

Activity for year 1 has been more developed than consecutive years, this is to allow the plan to develop and flex based on learning from our first year's experience.

Activity will fall under the following categories:

1. Work with existing accredited and non-accredited Living Wage organisations

Engaging with:

- organisations who are likely to already be paying the Living Wage to the majority of their employees
- organisations who have previously been accredited but are no longer
- employees who could become influencers or ambassadors for the Living Wage in their sector or geographical area

Activity will focus on removing barriers to accreditation, distilling myths about the Living Wage and building relationships with local employers. In delivering this activity, Steering Group members will seek to get both consumers and people affected by low pay involved.

2. Showcasing the benefits of the Living Wage

Engaging with:

- organisations who its likely not be aware of the Living Wage (such as start ups)
- smaller organisations in sectors where low pay is prevalent
- community groups, faith organisations and schools to advocate for the Living Wage

Activity will focus on promoting the Living Wage as a tool to attract the best staff and more customers. Activity will also focus on creating advocates for the Living Wage, be that employers, consumers or those affected by low pay.

3. Using Steering Group influence

Engaging with organisations who:

- are likely to be larger employers
- are key partners in Steering Group supply chains, or key partners (such as regeneration partners in the case of Southwark Council)

Activity will focus on Steering Group members' policies and practices when engaging with their key partners.

4. Continuous improvement

The Steering Group will work with an academic partner in order to develop a robust evidence base to demonstrate the impact our work is having. The Steering Group will also reflect and learn from activity in order to drive continuous improvement.

Table 5: Southwark’s Three Year Action Plan

	Activity	Activity category	Lead partner(s)
Year 1 aim – foundation building	1.1 Engage with academic to support the evaluation of the Action Plan	Continuous improvement	Southwark Council Kings College
	1.2 Engage with Southwark organisations who were previously accredited	Work with existing accredited and non-accredited Living Wage organisations	Southwark Council Living Wage Foundation All SG members, as appropriate
	1.3 Living Wage incentive programme introduced	Using Steering Group influence	Southwark Council
	1.4 Engage with Southwark organisations Steering Group are aware pay the living wage but are not accredited	Work with existing accredited and non-accredited Living Wage organisations	Southwark Council Living Wage Foundation All SG members, as appropriate
	1.5 Engage with organisations to become sector ambassadors	Work with existing accredited and non-accredited Living Wage organisations	All SG members, as appropriate
	1.7 Local case studies developed	Showcasing the benefits of the Living Wage	All SG members, as appropriate
	1.8 Quarterly myth busting sessions for local employers	Showcasing the benefits of the Living Wage	Southwark Council Business Improvement Districts
	1.9 Living Wage celebration week activity	All	Steering Group
	1.10 Integrate low pay measures into Skills Partnership hospitality work	Using Steering Group influence	Southwark Council
	1.11 Work with schools for accreditation and then organise pupil and teacher actions	All	Citizens UK St Giles Trust
	1.12 Citizenship classes for residents	Showcasing the benefits of the Living Wage	Citizens UK
	1.13 Promotion of Good Work Standard, including its fair pay measures	Using Steering Group influence	Better Bankside Southwark Council

Year 2 – achieving results	2.1	Impact evaluation of year 1 activity; with a focus on learning for year 2 activity	Continuous improvement	Academic partner Steering Group
	2.2	Steering Group membership refresh	Continuous improvement	Steering Group
	2.3	Quarterly myth busting sessions for local employers	Showcasing the benefits of the Living Wage	Southwark Council Business Improvement Districts
	2.4	Geographic based activity in Canada Water and Old Kent Road; myth busting workshop organised in the two areas	Showcasing the benefits of the Living Wage	Southwark Council British Land
	2.5	Local case studies refreshed	Showcasing the benefits of the Living Wage	All SG members, as appropriate
	2.6	Living Wage celebration week activity	Using Steering Group influence	Steering Group
	2.7	Steering Group members examine procurement policies and engage with supply chain / internal contract managers	Using Steering Group influence	Steering Group
Year 3 – reaching harder to engage organisations	3.1	Impact evaluation of year 2 activity	Continuous improvement	Academic partner Steering Group



Turning a past into a future



SOUTH BANK EMPLOYERS' GROUP



Equality and health analysis guidance and template

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).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates		Southwark Living Wage Place Action Plan			
Equality analysis author		Liz Gardiner, Senior Strategy Officer James Reed, Project Management Higher Apprentice			
Strategic Director:		Chief Executive			
Department		Chief Executive's	Division	Local Economy Team	
Period analysis undertaken		February 2020			
Date of review (if applicable)		March 2021			
Sign-off	Stephen Gaskell	Position	Head of Chief Executive's Office	Date	09/03/20

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

1.1 Brief description of policy/decision/business plan

The Living Wage Place accreditation scheme has been developed by the Living Wage Foundation (LWF) as an area based approach aiming to drive uptake of the real Living Wage by local employers. This is achieved by local organisations and employers coming together and using their collective power and influence to promote Living Wage accreditation; tackling low pay and the inequality it creates.

Southwark Council became a Living Wage accredited employer in 2012, since then the council has committed to helping residents and employees in the borough get a fair day's pay for a fair day's work.

To drive further improvement in this area the council has led the development of Southwark's Living Wage Place Action Plan. In order to develop a locally owned and delivered action plan a Steering Group has been set up. Steering Group members have been responsible for setting the Action Plan's strategic approach and will continue to lead and oversee its delivery and evaluation; the Steering Group is chaired by the Cabinet Member for Jobs, Business and Innovation. This makes Southwark an accredited Living Wage Place and commits the partnership to increase the number of:

- Living Wage accredited local organisations
- People working for a Living Wage accredited organisations
- People who receive a wage uplift as a consequence of their employer becoming Living Wage accredited

By becoming a Living Wage Place, Southwark is demonstrating a commitment to tackling low pay and improving the quality of work for people across our borough. As employers, the Steering Group are committed to paying our staff the real Living Wage and acting as champions and advocates to encourage the uptake of the Living Wage in Southwark. As a Living Wage Place, Southwark is harnessing the power of local employers, communities and people to help extend the Living Wage to more workers and lift more people out of poverty.

Through implementing this Action Plan the council and Steering Group partners will be advancing equality.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
<p>Key users of the department or service</p>	<p>This EIA looks at what we know about low pay and Southwark / London residents. Information is not available for all demographics and in a lot of instances information used is an indicator of low pay (Universal Credit in work claimants) or London wide data (Trust for London research).</p> <p>Information about local businesses and their employees' pay and demographics is unknown.</p> <p>There is a distinction between low pay and the London Living Wage. Low pay is generally defined as earning less than two thirds of median pay, whereas London Living Wage is based on a calculation made according to the cost of living.</p> <p>For this action plan, the 'key users' will be the local businesses or residents the Action Plan will engage with in order to meet the Action Plan's aims of increasing the number of local organisations who are accredited Living Wage employers, the number of people who work for a Southwark Living Wage employer and the number of people who receive a wage uplift as a consequence of a Southwark organisation becoming a Living Wage accredited employer. Through the delivery of the action plan, the Steering Group will seek to involve residents who are affected by low pay or residents as consumers.</p>
<p>Key stakeholders were/are involved in this policy/decision/business plan</p>	<p>In order to develop a locally owned and delivered Action Plan a Steering Group has been established to oversee the development and delivery of this Action Plan.</p> <p>Steering Group members have been responsible for setting the Action Plan's strategic approach and will continue to lead and oversee the delivery and evaluation of the Action Plan.</p> <p>With the aim of ensuring the Steering Group remains relevant to both local businesses and people experiencing low pay, membership of the group is not static, and will continue to evolve as the Action Plan develops and is implemented.</p> <p>Steering Group members include:</p> <ul style="list-style-type: none"> • London South Bank University • Team London Bridge Business Improvement District (BID) • Better Bankside BID • South Bank Employers Group • Kings College • Citizens UK (Living Wage Foundation parent charity) • St Giles Trust • Essentia (Non-clinical arm of Guys and St Thomas' NHS Foundation Trust) • British Land • Lendlease • Southwark News • SGTO (Southwark Group of Tenants Organisations) • Dulwich Hamlets FC

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.

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

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	Potential health impacts (positive and negative)
<p>Through implementing this Action Plan the council will advance equality for all age groups. In identifying local organisations to target Living Wage accreditation support the council and Steering Group will consider any information available on the specific impact on all age groups.</p> <p>Unfortunately, it will not be possible to measure the impact of Living Wage accreditation on different age groups; assumptions can be made about the sector of the organisation the Steering Group is working with and the demographic of employees, though the Living Wage Foundation does not collect information on the demographics of people receiving a wage uplift.</p> <p>Traditionally as people got older they progress in their careers. This is not always the case in the current labour market many older workers can in particular cycle in and out of low paid jobs. We know from Southwark Universal Credit in work figures that the largest age group to claim in work Universal Credit is 30-34 year olds, followed closely by 35-39 year olds. This can be an indicator of low pay, but also a consideration is that the level of UC received is based on family size and circumstances of the household.</p>	<p>Through implementing this Action Plan the council will be improving the health of local employees. In identifying local organisations to target Living Wage accreditation support the council will consider the specific impact on all age groups.</p> <p>The Marmot review found that whilst employment rates have increased since 2010, there has been an increase in poor quality work, including part-time, insecure employment. It also found that the incidence of stress caused by work has increased since 2010. Real pay is still below 2010 levels and there has been an increase in the proportion of people in poverty living in a working household.</p> <p>The Living Wage Place Action Plan will increase the number of people who both work for a Living Wage accredited organisation and receive a wage uplift as a consequence of this. Indirectly affecting the health of local employees. Information about the specific demographics of those affected by Living Wage accreditation will not be available.</p>
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Universal Credit in work figures Figure 1</p>	<p>Health Equity in England: The Marmot Review 10 Years On www.health.org.uk/publications/reports/the-marmot-review-10-years-on</p>

Mitigating actions to be taken

- The council and Steering Group will consider the demographics of employees who are more likely to work in different sectors
- Whilst no specific information on the demographics of employees who work for Living Wage accredited organisations is known, the council and Steering Group will consider how future activity could take this into account when engaging with academic support to evaluate impact of the Action Plan.

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.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>As above</p> <p>Information from the Trust for London (Figure 2) demonstrates that in London disabled people are more likely to be low paid: 37% of disabled people compared with 27% of non-disabled people. The difference between the low pay rate for disabled and non-disabled adults is smaller for full-time employees than for part-time employees. Of those who are working full-time, 25% of disabled people are low paid compared with 19% of non-disabled people, a six percentage point difference. However, of those who are working part-time 62% of disabled people are low paid compared with 54% of nondisabled people. This is an eight percentage point difference.</p>	<p>As above</p>
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Trust for London, Low pay and disability www.trustforlondon.org.uk/data/low-pay-disability/</p>	<p>As above</p>
Mitigating actions to be taken	
<ul style="list-style-type: none"> • The council and Steering Group will consider the demographics of employees who are more likely to work in different sectors • Whilst no specific information on the demographics of employees who work for Living Wage accredited organisations is known, the council and Steering Group will consider how future activity could take this into account when engaging with academic support to evaluate our work. 	

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
As above	As above
Equality information on which above analysis is based.	Health data on which above analysis is based
None available	None available
Mitigating actions to be taken	
<ul style="list-style-type: none"> • The council and Steering Group will consider the demographics of employees who are more likely to work in different sectors • Whilst no specific information on the demographics of employees who work for Living Wage accredited organisations is known, the council and Steering Group will consider how future activity could take this into account when engaging with academic support to evaluate our work. 	

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and 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.)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
As above	As above
Equality information on which above analysis is based	Health data on which above analysis is based
None available	None available
Mitigating actions to be taken	

None

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.

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

As above

Evidence from the Fawcett Society and Timewise has shown that the gender pay gap is exacerbated after women who have children return to work due to the lack of part time senior roles, flexibility in the workplace and uneven distribution of caring responsibilities.

Where it's possible, the Action Plan will aim to target sectors where part time working is more prevalent (such as care and cleaning).

Potential health impacts (positive and negative)

As above

Equality information on which above analysis is based

No local data available

Health data on which above analysis is based

As above

Mitigating actions to be taken

- The Steering Group will consider how sectors where part time working is more prevalent will be targeted through the delivery of the Action Plan

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. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

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

As above

The Trust for London reports that in London low pay rates vary substantially among ethnic groups. The low pay rate for Bangladeshi and Pakistani employees, at

Potential health impacts (positive and negative)

As above

<p>46%, is more than double the rate for White British employees at 19%. Those from Other ethnic groups and Black/African/ Caribbean/Black British have the next highest rates of low pay, at 37% and 35% respectively.</p> <p>The ethnic make-up of the working-age population means that the low-paid workforce as a whole looks different from what the numbers above might suggest. The largest group of low-paid workers are White British who make up 34% (310,000) of the low paid. This is a reduction on several years ago, which reflects that the proportion of employees who are White British has fallen. Other White and Black/African/Caribbean/Black British also make up a substantial proportion of the low paid, at 19% (180,000) and 15% (140,000) respectively. Conversely, Pakistani and Bangladeshi employees only account for 6% (58,000) of the low-paid workforce.</p>	
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Trust for London – Low pay by ethnicity (Figure 3) www.trustforlondon.org.uk/data/low-pay-ethnicity/</p>	<p>As above</p>
<p>Mitigating actions to be taken</p>	
<ul style="list-style-type: none"> • The council and Steering Group will consider the demographics of employees who are more likely to work in different sectors • Whilst no specific information on the demographics of employees who work for Living Wage accredited organisations is known, the council and Steering Group will consider how future activity could take this into account when engaging with academic support to evaluate our work. 	

<p>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.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>
<p>As above</p>	<p>As above</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>No information available</p>	<p>No information available</p>

Mitigating actions to be taken
None

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
<p>As above</p> <p>The Trust for London reports that 55% of all low paid jobs in London are held by women. In 2016 the biggest group among the low paid were female part-time employees at 220,000, or 31% of the total. Male full-time jobs were the next biggest group (200,000, 27%), followed by female full-time jobs (170,000, 24%). The smallest group with just under a fifth of the total (130,000, 18%) were male part-timers.</p> <p>In Southwark, Universal Credit information shows that 69.2% on in work Universal Credit claimants are women, 30.8% are men. This can be an indicator of low pay, but also a consideration is that the level of UC received is based on family size and circumstances of the household.</p>	As above
Equality information on which above analysis is based	Health data on which above analysis is based
<p>Trust for London – Low paid men and women www.trustforlondon.org.uk/data/low-paid-men-and-women/ Figure 4</p> <p>Universal Credit in work figures Figure 5</p>	As above
Mitigating actions to be taken	
<ul style="list-style-type: none"> • The council and Steering Group will consider the demographics of employees who are more likely to work in different sectors • Whilst no specific information on the demographics of employees who work for Living Wage accredited organisations is known, the council and Steering Group will consider how future activity could take this into account when engaging with academic support to evaluate our work. • The Steering Group will consider how sectors where part time working is more prevalent will be targeted through the delivery of the Action Plan 	

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Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
As above	As above
Equality information on which above analysis is based	Health data on which above analysis is based
No information available	No information available
Mitigating actions to be taken	
None	
Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
As above	As above
Equality information on which above analysis is based	Health data on which above analysis is based
As above	As above
Mitigating actions to be taken	
<ul style="list-style-type: none"> • The council and Steering Group will consider the demographics of employees who are more likely to work in different sectors • Whilst no specific information on the demographics of employees who work for Living Wage accredited organisations is known, the council and Steering Group will consider how future activity could take this into account when engaging with academic support to 	

evaluate our work.

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

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

In developing the Action Plan, the Steering Group have considered how the Action Plan could benefit those who are working in the hidden economy, specifically in relation to the Modern Day Slavery Act 2015. This is particularly challenging and involves further consideration and work with enforcement agencies.

Information on which above analysis is based

Mitigating actions to be taken

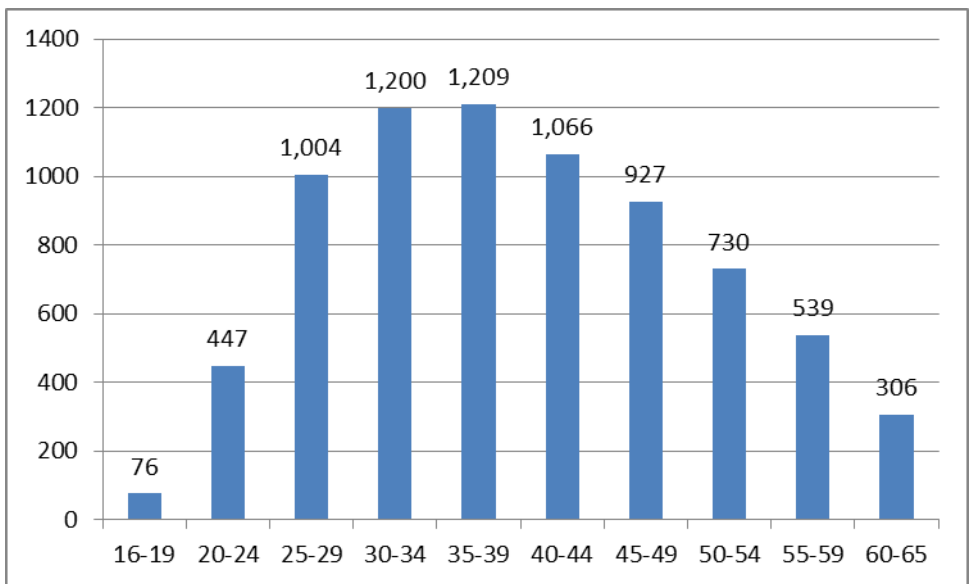
Section 5: Further actions and objectives

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	Demographic information not available at a local level	Steering Group to consider how the academic partner could support	Year 1 of delivery (2020-21)
2	Targeting sectors where part time work is more prevalent	Steering Group will develop an engagement plan that details the specific businesses to be worked with	March – May 2020
3			
4			
5			
6			
7			

Appendix 1 – Data analysis

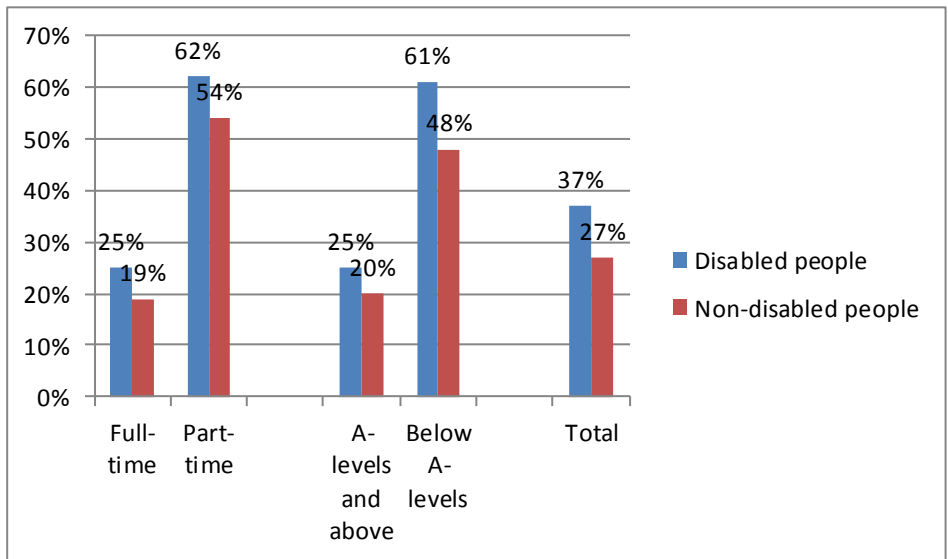
Age

Figure 1 - Universal Credit in work claimants December 2019 – by age



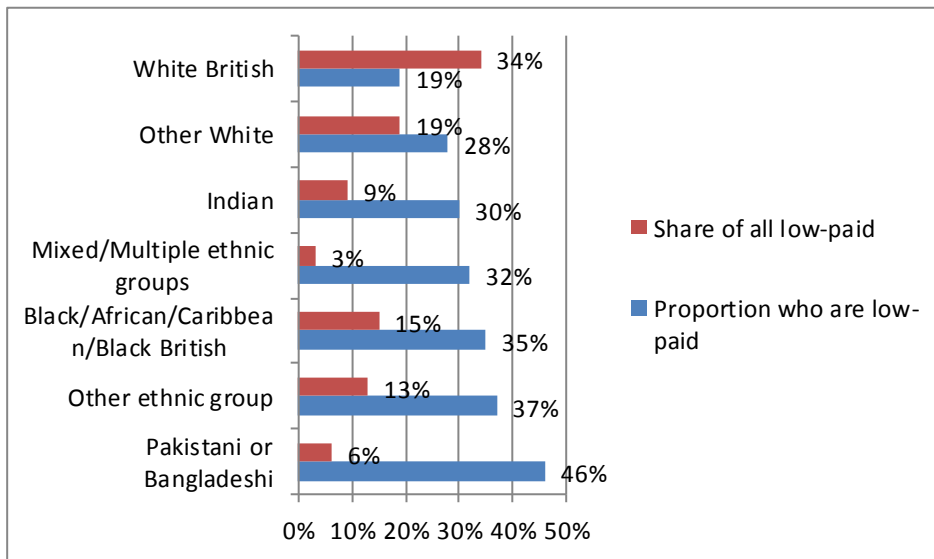
Disability

Figure 2 Low pay by disability



Race

Figure 3 - Low pay by ethnicity



Sex

Figure 4 - Low paid men and women

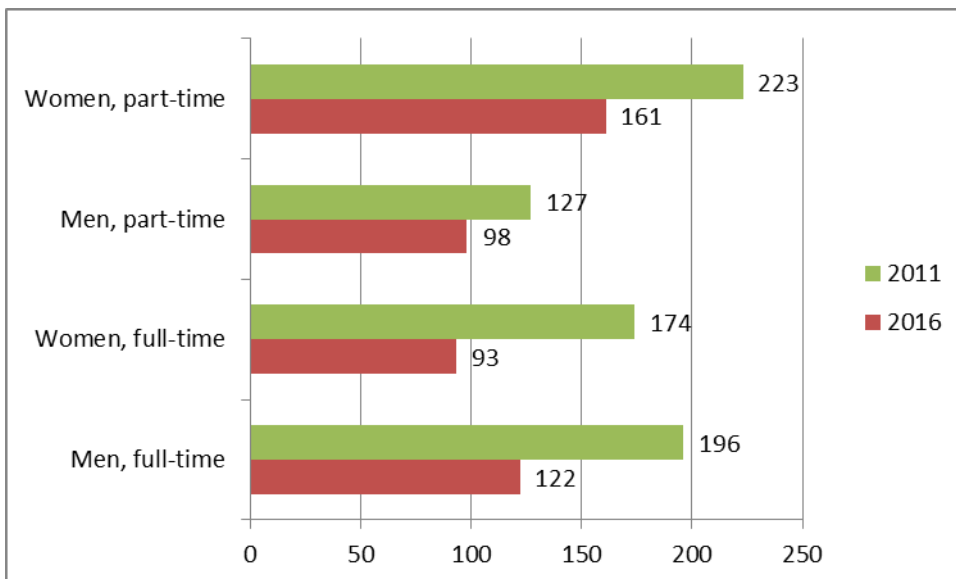
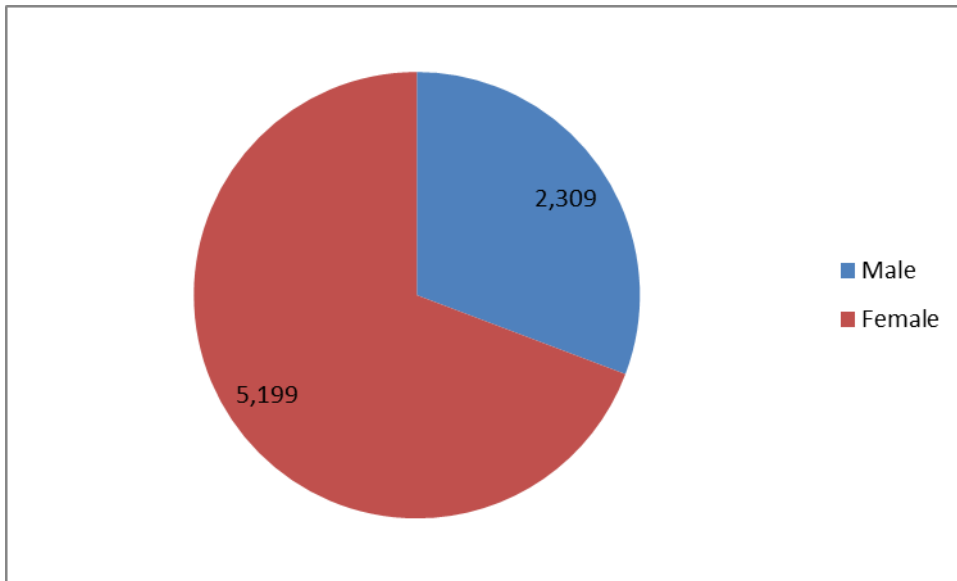


Figure 5 – Universal Credit in work claimants December 2019 – by gender



Appendix A - General fund summary monitoring position at month 9 2019-20

Department	2019/20			2020/21			2021/22+			Total Programme 2019/20-28/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's and Adults' Services	18,000	18,000	-	64,340	64,340	-	50,623	50,623	-	132,963	132,963	-
Southwark Schools for the Future	6,402	6,402	-	4,466	4,466	-	198	198	-	11,066	11,066	-
Environment and Leisure	31,143	26,589	(4,554)	32,894	30,565	(2,329)	84,395	91,278	6,883	148,432	148,432	-
Housing and Modernisation	12,067	9,823	(2,244)	26,972	28,939	1,967	62,995	63,272	277	102,034	102,034	-
Place and Wellbeing	170,524	58,562	(111,962)	66,268	98,189	31,921	51,999	132,040	80,041	288,791	288,791	-
TOTAL EXPENDITURE	238,136	119,376	(118,760)	194,940	226,499	31,559	250,210	337,411	87,201	683,286	683,286	-
FUNDED BY:												
Corporate Resource Pool	41,511	41,511	-	14,700	14,700	-	32,500	32,500	-	88,711	88,711	-
Reserves	102	-	(102)	767	795	28	3,412	3,486	74	4,281	4,281	-
Capital Grants	21,132	19,860	(1,272)	16,864	17,633	769	25,810	26,313	503	63,806	63,806	-
Section 106 and CIL	11,506	10,493	(1,013)	17,009	11,731	(5,278)	28,618	34,909	6,291	57,133	57,133	-
External Contributions	9,895	895	(9,000)	980	980	-	-	9,000	9,000	10,875	10,875	-
TOTAL RESOURCES	84,146	72,759	(11,387)	50,320	45,839	(4,481)	90,340	106,208	15,868	224,806	224,806	-
Financing to be agreed (see paragraphs 19-27)*		46,617		180,660				231,203		458,480		-

*In the event that there is a shortfall in funding in any particular year, that gap will need to be bridged by borrowing.

Project description	2019/20			2020/21			2021/22			2022/23+			Total Programme 2019/20-28/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Warm Dry and Safe															
WDS 2-year programme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS 2012 major works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS 2013 major works	20	20	-	-	-	-	-	-	-	-	-	-	20	20	-
WDS 2014 major works	-	1	1	-	-	-	-	-	-	-	-	-	-	1	1
WDS 2015 major works	2,047	1,868	(180)	1,660	2,127	467	771	178	(592)	1,155	1,459	304	5,633	5,632	(1)
M&E heating	59	57	(2)	-	-	-	240	242	2	-	-	-	299	299	-
M&E electrical	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WDS Leathermarket JMB	4,150	1,476	(2,674)	2,063	2,368	306	-	2,368	2,368	-	-	-	6,213	6,213	-
	6,276	3,421	(2,855)	3,723	4,496	773	1,011	2,789	1,778	1,155	1,459	304	12,165	12,165	0
Special Schemes/HINE															
Chilton Grove Wall - Decent Homes	663	663	-	1,574	1,574	-	67	67	-	-	-	-	2,304	2,304	-
Tustin	16,499	19,207	2,708	14,254	11,690	(2,564)	866	866	-	809	665	(144)	32,428	32,428	0
Portland	220	220	-	-	-	-	-	-	-	-	-	-	220	220	-
Damory/Thaxted externals	(565)	(565)	-	674	674	-	41	41	-	-	-	-	150	150	-
Maydew	1,100	1,145	45	11,973	11,928	(45)	-	-	-	-	-	-	13,072	13,072	-
Four Squares (HINE)	-	3	3	-	-	-	-	-	-	-	-	-	-	3	3
Lakanal House	174	177	3	-	-	-	16	13	(3)	-	-	-	189	189	(0)
Ledbury Refurbishment	2,056	1,276	(780)	-	780	780	-	-	-	-	-	-	2,056	2,056	-
Lebury Emergency Works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	20,148	22,126	1,979	28,475	26,646	(1,829)	989	986	(3)	809	665	(144)	50,420	50,423	3
Asset management Strategy (Inc. Kitchens & Bathrooms & LD2)															
Asset Management Strategy 2021+Future years (QHIP)	62,337	62,335	(2)	90,466	117,257	26,791	166,012	106,213	(59,800)	399,777	432,788	33,010	718,593	718,593	-
Installation of LD2	1,358	1,358	-	1,785	1,785	-	2,000	2,000	-	14,952	14,952	-	20,095	20,095	-
FRA Contingency Budgets	792	792	-	1,188	1,188	-	-	-	-	-	-	-	1,980	1,980	-
	64,487	64,485	(2)	93,439	120,230	26,791	168,012	108,213	(59,800)	414,729	447,740	33,010	740,668	740,668	-
Type 4 Fire Risk Assessment															
Type 4 Fire Risk Assessment	4,000	455	(3,545)	4,000	7,545	3,545	4,000	4,000	-	16,000	16,000	-	28,000	28,000	-
	4,000	455	(3,545)	4,000	7,545	3,545	4,000	4,000	-	16,000	16,000	-	28,000	28,000	-
HEAT NETWORK STRATEGY															
Heat Network Strategy (including SELCHP Expansion)	-	-	-	5,000	5,000	-	5,000	5,000	-	290,000	290,000	-	300,000	300,000	-
Heat Pumps	168	168	-	6,248	6,248	-	692	692	-	-	-	-	7,108	7,108	-
	168	168	-	11,248	11,248	-	5,692	5,692	-	290,000	290,000	-	307,108	307,108	-
Regeneration															
Aylesbury Estate regeneration	7,443	12,374	4,931	10,276	5,719	(4,557)	3,596	3,222	(374)	-	-	-	21,315	21,315	0
Bermondsey Spa refurbishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
East Dulwich Estate	1,260	1,179	(81)	1,286	1,367	81	121	121	-	-	-	-	2,667	2,667	-
Elmington Estate	366	366	-	-	-	-	-	-	-	-	-	-	366	366	-
Heygate Estate	164	164	-	-	-	-	-	-	-	-	-	-	164	164	-
Local authority new build	122	122	-	-	-	-	-	-	-	-	-	-	122	122	-
Wooddene - Acorn Plant Reprovision	50	50	-	-	-	-	-	-	-	-	-	-	50	50	-
Regeneration Commercial properties	692	692	-	-	-	-	-	-	-	-	-	-	692	692	-
Tustin Low Rise works	450	420	(30)	150	180	30	-	-	-	-	-	-	600	600	-
	10,546	15,366	4,819	11,712	7,266	(4,446)	3,717	3,344	(374)	-	-	-	25,976	25,976	0
New Builds															
Hostels new build	393	394	1	-	-	-	-	-	-	-	-	-	393	394	1
Hidden Homes	4,811	2,255	(2,557)	1,586	4,109	2,524	72	105	33	-	-	-	6,469	6,469	(0)
Regeneration and Development	15,804	8,393	(7,411)	81,579	81,579	-	82,880	82,964	84	21,407	28,735	7,327	201,670	201,670	-
Direct Delivery - New Council Homes Phase 1	5,233	5,233	-	8,657	8,657	-	6,210	6,210	-	853	853	-	20,953	20,953	-
Direct Delivery - New Council Homes Phase 2	30,532	30,532	-	111,644	107,850	(3,794)	131,014	130,023	(991)	124,187	128,972	4,785	397,377	397,377	(0)
New Build Tenants assistance with moving costs	171	171	-	146	146	-	205	205	-	-	-	-	521	521	-
	56,945	46,977	(9,967)	203,611	202,341	(1,270)	220,382	219,507	(874)	146,447	158,559	12,112	627,384	627,385	1
Acquisitions															
Acquisitions & S106 properties	29,182	23,791	(5,391)	26,628	28,470	1,842	18,724	20,786	2,062	73,869	75,393	1,524	148,403	148,440	37
Ledbury Acquisitions	2,000	2,000	-	3,241	3,241	-	3,241	3,241	-	-	-	-	8,481	8,481	-
	31,182	25,791	(5,391)	29,869	31,710	1,842	21,965	24,027	2,062	73,869	75,393	1,524	156,884	156,921	37
Other programmes															
Adaptations	2,409	2,409	-	1,690	1,690	-	1,600	1,600	-	11,200	11,200	-	16,899	16,899	-
Cash incentive & Home owner buy back scheme	630	438	(192)	371	563	192	245	245	-	-	-	-	1,246	1,246	-
Disposals costs	400	400	-	400	400	-	400	400	-	1,120	1,120	-	2,320	2,320	-
Hostels accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold / freehold acquisitions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major voids	372	148	(224)	381	224	(157)	-	381	381	-	-	-	753	753	0
Security	202	212	10	100	90	(10)	100	100	-	-	-	-	402	402	-
T&RA halls	904	779	(125)	1,462	1,587	125	-	-	-	-	-	-	2,366	2,366	-
Heating Energy Efficiency Measures (North Peckham P)	162	162	-	60	60	-	-	-	-	-	-	-	222	222	-
Other Installation of Sprinkler & smoke detection	79	79	-	-	-	-	-	-	-	-	-	-	79	79	-
Ledbury Tenants-Assistance with moving costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Misc. Tenants Homeless Assistance & Payments	-	5	5	-	-	-	-	-	-	-	-	-	-	5	5
Fire Damage Reinstatement	100	100	-	-	-	-	-	-	-	-	-	-	100	100	-
	5,258	4,732	(526)	4,464	4,615	150	2,345	2,726	381	12,320	12,320	-	24,387	24,392	5
	199,010	183,521	(15,488)	390,540	416,097	25,557	428,113	371,284	(56,829)	955,328	1,002,135	46,806	1,972,991	1,973,038	46
FINANCED BY:															
Capital Receipts b/fwd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital receipts Leather Market Self financing	4,150	1,476	(2,674)	2,063	2,368	306	-	2,368	2,368	-	-	-	6,213	6,213	(0)
Capital Receipts	21,369	15,606	(5,763)	46,329	41,476	(4,853)	8,000	10,507	2,507	16,000	(16,000)	-	91,698	67,589	(24,109)
Additional New Build Receipts-SRPP	-	-	-	-	-	-	22,107	22,107	-	-	42,043	42,043	22,107	64,151	42,043
RTB Receipts - Restricted to New Build (incl buybacks)	14,427	13,090	(1,337)	23,596	18,033	(5,563)	29,627	24,722	(4,905)	41,871	40,252	(1,618)	109,520	96,097	(13,423)
Major Repairs Reserves	61,921	61,921	0	51,000	51,000	-	51,000	51,000	-	357,000	357,000	-	520,921	520,921	0
Revenue Contribution	20,745	20,745	-	20,745	20,745	-	20,745	20,745	-	71,371	121,183	49,812	133,605	183,417	49,812
Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Homes Grant	17,406	8,761	(8,645)	29,452	40,114	10,662	27,087	30,914	3,827	13,921	20,390	6,469	87,867	100,179	12,312
Other Grants-External Contribution	-	-	-	-	3,795	3,795	-	4,125	4,125	-	-	-	-	7,920	7,920
Section 106 Funds	48,172	32,297	(15,875)	20,343	34,519	14,176	10,000	10,000	-	22,372	24,454	2,082	100,887	101,270	382
Borrowing - New Build	11,510	6,222	(5,288)	146,431	118,416	(28,015)	137,668	135,949	(1,719)	97,172	53,633	(43,539)	392,781	314,220	(78,561)
Borrowing - Acquisitions and site assembly	20,479	16,975	(3,504)	20,192	20,834	643	15,823	16,479	655	43,032	53,179	10,148	99,525	107,467	7,942
Borrowing - Heat Network	-	168	168	11,248	11,248	-	5,692	5,692	-	40,000	290,000	250,000	56,940	307,108	250,168
TOTAL RESOURCES	220,179	177,260	(42,919)	371,398	362,548	(8,850)	327,749	334,608	6,859	702,738	1,002,135	299,396	1,622,064	1,876,551	254,487
Forecast variation (under)/over	(21,169)	6,261		19,142	53,549		100,364	36,676		252,590	0		350,927	96,486	

Appendix C - Budget virements and variations at month 9 2019-20										
Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
	£	£	£	£	£	£	£	£	£	£
CURRENT PROGRAMME AS AT MONTH 4 2019	103,196,422	40,355,801	143,552,223	8,565,582	106,418,863	97,017,248	262,879,856	618,433,772	1,744,874,148	2,363,307,920
Month 9 virements to be approved										
Children's										
Adult PSS Capital Allocations (New)		(68,913)	(68,913)					(68,913)		(68,913)
LD Half Moon Lane		(14,191)	(14,191)					(14,191)		(14,191)
MH Castlemead		83,104	83,104					83,104		83,104
SILS 3	(2,500,000)		(2,500,000)					(2,500,000)		(2,500,000)
SSF										
KS3 SILS				2,500,000				2,500,000		2,500,000
Housing and Modernisation										
Ilderton Rd west										
Ilderton Rd East						(395,506)		(395,506)		(395,506)
IT planned preventative programme (CRP)						395,506		395,506		395,506
Smart Working						(7,465,178)		(7,465,178)		(7,465,178)
						7,465,178		7,465,178		7,465,178
Environment and Leisure										
S106 Swan Mead Ball					3,632			3,632		3,632
S106 Manor Estate Play Area					18,981			18,981		18,981
S106 St-Saviour's Estate playground refurbishment					(22,613)			(22,613)		(22,613)
Walworth Road					500,000			500,000		500,000
20mph Zone					7,756			7,756		7,756
Place and Wellbeing										
Grt Guilford North										
Lavington & Great Guilford Streets South										
East Peckham Queens Road										
Asylum Road										
Walworth Road South(Missing bit of the Jigsaw)										
Southwark War Memorial										
Tower Bridge Road										
Peckham Townscape Heritage										
Peckham Townscape Heritage										
Peckham Townscape Heritage										
20MPH Review										
71-75 Albion Street										
Albion Street Permiability										
Strategic Property Purchase										
593-613 Old Kent Road										
HRA										
Tustin										
Hidden Homes										
Asset Management Strategy (QHIP)										
									23,354	23,354
									(23,354)	(23,354)
									856,990	856,990

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Installation of LD2									(856,990)	(856,990)
Regeneration and Development									40,590,000	40,590,000
Direct Delivery - New Council Homes Phase 2									(41,654,892)	(41,654,892)
Acquisitions and site assembly for new council homes									652,029	652,029
New Build Tenants assistance with moving costs									412,863	412,863
Misc. Tenants Homeless Assistance & Payments									(56,484)	(56,484)
Ledbury Refurbishment									56,484	56,484
Total virements to be approved at Month 9	(2,536,039)	-	(2,536,039)	2,500,000	507,756	(6)	(537,756)	(6)	-	(6)
Month 9 - Variations to be approved										
Children's										
Healthy Pupils Programme	90,000		90,000					90,000		90,000
LSBU Passmore	(156,196)		(156,196)					(156,196)		(156,196)
Brunswick Park boiler	(28,000)		(28,000)					(28,000)		(28,000)
Camelot fabric/drainage	(31,279)		(31,279)					(31,279)		(31,279)
Hollydale Alteration	(239,112)		(239,112)					(239,112)		(239,112)
Ivydale phase 3	(297,372)		(297,372)					(297,372)		(297,372)
Victory School- Boiler	(1,000)		(1,000)					(1,000)		(1,000)
Charlotte Sharman fabric works	(55,707)		(55,707)					(55,707)		(55,707)
PPM Compliance Works	(37,090)		(37,090)					(37,090)		(37,090)
Unallocated	(255,000)		(255,000)					(255,000)		(255,000)
2016-17 Retention payments	(21,737)		(21,737)					(21,737)		(21,737)
Nursery Buildings Improvements	(31,000)		(31,000)					(31,000)		(31,000)
Phoenix (refurbishment)	(2,423,056)		(2,423,056)					(2,423,056)		(2,423,056)
The Charter School E.Dulwich	(2,622,554)		(2,622,554)					(2,622,554)		(2,622,554)
Dulwich Wood (Langbourne)	(276,760)		(276,760)					(276,760)		(276,760)
Lyndhurst major expansion & refurbishment	(377,000)		(377,000)					(377,000)		(377,000)
Southwark Park	(530,000)		(530,000)					(530,000)		(530,000)
Summerhouse Modular room	(30,731)		(30,731)					(30,731)		(30,731)
DFE Two-year-old grant 2012/13	(181,000)		(181,000)					(181,000)		(181,000)
DFE UIFSM 2014/15	(340,000)		(340,000)					(340,000)		(340,000)
Carbon Reduction in schools	(245,000)		(245,000)					(245,000)		(245,000)
Environment and Leisure										
Additional Replacement Tree Planting					108,114			108,114		108,114
MAQF Project					307,146			307,146		307,146
LITTLE DORRIT PARK					24,703			24,703		24,703
Southwark Park					40,000			40,000		40,000
Flood Prevention (Highways drainage gully replacement) Programme					20,000			20,000		20,000
S106 Balfour Streets					2,298			2,298		2,298
Parks Fields in Trust					9,250			9,250		9,250
Lamp Column Replacement					70,470			70,470		70,470
NPR Programme					12,600,000			12,600,000		12,600,000
Flood Prevention (Highways drainage gully replacement) Programme					1,500,000			1,500,000		1,500,000
Lamp Column Replacement					3,000,000			3,000,000		3,000,000
Structures capital programme					4,500,000			4,500,000		4,500,000
Southwark School Streets					2,925,000			2,925,000		2,925,000
Air Quality Action Plan & Climate Emergency Delivery Projects					1,120,000			1,120,000		1,120,000
Residential electric vehicle charging points					200,000			200,000		200,000
Tree Planting Programme 2019-2025					5,000,000			5,000,000		5,000,000
South Dock Marina Health and Safety Works					500,000			500,000		500,000
South Dock Marina Feasibility Studies					150,000			150,000		150,000

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Leisure Centre Lifecycle Maintenance					1,025,000			1,025,000		1,025,000
Nunhead Cemetery Wall Repair					1,000,000			1,000,000		1,000,000
East Lodge Nunhead Cemetery					1,000,000			1,000,000		1,000,000
Outdoor Gyms - Flexible free swim and gym					500,000			500,000		500,000
Drinking Water Fountains throughout Southwark					200,000			200,000		200,000
Peckham Pulse Old Spa Area Refurbishment					203,000			203,000		203,000
Active Southwark Community Investment Fund					3,000,000			3,000,000		3,000,000
Adventure Playground					2,500,000			2,500,000		2,500,000
Housing and Modernisation										
IT planned preventative programme (CRP)						5,030,512		5,030,512		5,030,512
Springtide Close travellers site						(13,842)		(13,842)		(13,842)
Place and Wellbeing										
Community Playspaces							700,000	700,000		700,000
Tower Bridge Road							199,700	199,700		199,700
Peckham Townscape Heritage							(112,362)	(112,362)		(112,362)
Major Schemes(Lower Road)							726,810	726,810		726,810
QW82							(2,963)	(2,963)		(2,963)
Union Street West							(13,381)	(13,381)		(13,381)
Newcomen Street							(19,197)	(19,197)		(19,197)
Kipling Street & Guy Street							(10,105)	(10,105)		(10,105)
Weston Street							(14,236)	(14,236)		(14,236)
Leathermarket Street & Tanner Street							(10,098)	(10,098)		(10,098)
Canada Water							(19,325)	(19,325)		(19,325)
Quietways							(27,844)	(27,844)		(27,844)
Cycle Hangers Progra							(69,466)	(69,466)		(69,466)
Southwark Cycle Spine							(240,269)	(240,269)		(240,269)
Scheme Review							(6,487)	(6,487)		(6,487)
Long Lane Traffic Management							(890)	(890)		(890)
Ilderton Road							(85,709)	(85,709)		(85,709)
Lordship Lane Traffic							(101,713)	(101,713)		(101,713)
Walworth Road							(188,627)	(188,627)		(188,627)
Quietways 14 Grid							(853,159)	(853,159)		(853,159)
Bus Stop Accessibility							(24,851)	(24,851)		(24,851)
Scheme Review							8,701	8,701		8,701
Local Environmental							18,420	18,420		18,420
Vision Zero Development							(27,025)	(27,025)		(27,025)
Salter Road							(67,000)	(67,000)		(67,000)
Wlathworth Road North							(73,500)	(73,500)		(73,500)
Walworth Road South							34,502	34,502		34,502
BP RMP 1103 College Road							321,525	321,525		321,525
REL Lordship Lane							(60,758)	(60,758)		(60,758)
QW7							18,220	18,220		18,220
QW14 Tower Bridge to Canada Water							14,764	14,764		14,764
QW8 Kennington to Burgess Park							35,005	35,005		35,005
QW Bermondsey to Catford							74,037	74,037		74,037
QW Peckham Rye to Streatham							9,415	9,415		9,415
LCG Cornwall Road							11,484	11,484		11,484
LCG St George's Circus							11,072	11,072		11,072
LCG Tanner Street							9,150	9,150		9,150
LCG Southwark Bridge Road							8,736	8,736		8,736
Q14 Meymott Street to Hatfields Design A							53,000	53,000		53,000
St Georges Circus to Falmouth Road Desig							10,000	10,000		10,000
Southwark Bridge Rd to Southwark Bridge							10,000	10,000		10,000

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Improving Bus Journey Times							(9,000)	(9,000)		(9,000)
RMP 1103 College Road							(34,000)	(34,000)		(34,000)
RMP 420 RHN/jct RHOR							(47,000)	(47,000)		(47,000)
RMP 252 Lower Road							(89,000)	(89,000)		(89,000)
RMP 419 192 Lower Road							(16,000)	(16,000)		(16,000)
Cornwall Rd (Q1) - Blackfriars Rd (Q14) - Design							(20,000)	(20,000)		(20,000)
Cornwall Rd (Q1) - Blackfriars Rd (Q14) - Construction							(20,000)	(20,000)		(20,000)
St Georges Circus (CS6) - Thurlow St - Construction							(250,000)	(250,000)		(250,000)
St Georges Circus (CS6) - Thurlow St - Design							505	505		505
Southwark Bridge Rd (CS7) - Southwark Bridge - Design							35,000	35,000		35,000
Southwark Bridge Rd (CS7) - Southwark Bridge - Design							(40,000)	(40,000)		(40,000)
Tanner St to Willow Walk - Design							110	110		110
QBC Surrey linear Canal Path							(106,000)	(106,000)		(106,000)
QBC Trafalgar Avenue							370	370		370
QBC Design & PM							13,000	13,000		13,000
QCWD Bridge crossing canal							500	500		500
QCWD Entrance to Russia Dock Woodland							500	500		500
QCWD Compass point, Russia Dock Woodland							(73,000)	(73,000)		(73,000)
Q8 Kennington Park Gardens							(40,000)	(40,000)		(40,000)
Q8 Meadowcroft Road/ Hillingdon Street							(130,330)	(130,330)		(130,330)
Q8 Hillingdon Street- John Ruskin Street							(162,500)	(162,500)		(162,500)
Q8 John Ruskin Street							(20,000)	(20,000)		(20,000)
Q8 Bethwin Road							(40,000)	(40,000)		(40,000)
Q8 Camberwell Road/ Addington Square Junction							(66)	(66)		(66)
Q8 Design & PM							(65,000)	(65,000)		(65,000)
Q8 Risk Drawdown							(25,132)	(25,132)		(25,132)
St Mary's Phase 1							(9,770)	(9,770)		(9,770)
St Mary's Phase 2							(265,848)	(265,848)		(265,848)
Pullens Gardens							98,253	98,253		98,253
GMH Bldgs, Brook Dri							37,185	37,185		37,185
Victory Park							664,596	664,596		664,596
Nurseway Row							(499,284)	(499,284)		(499,284)
Green Links							2,000,000	2,000,000		2,000,000
Revitalising the Blue							350,000	350,000		350,000
Southwark Play House							1,500,000	1,500,000		1,500,000
New Caledonia Wharf - Riverside Walk							2,300,000	2,300,000		2,300,000
21-23 Parkhouse St SE5 - Mixed use B1 Commercial Spaces provision							600,000	600,000		600,000
44 Webber Street							13,035,570	13,035,570		13,035,570
711 - 717 Old Kent R							7,500,000	7,500,000		7,500,000
Elephant and Castle Bakerloo Line Extension										
HRA										
Adaptations									898,959	898,959
Fire Damage Reinstatement									98,023	98,023
Hidden Homes									33,873	33,873
Regeneration and Development									(844,527)	(844,527)
Direct Delivery - New Council Homes Phase 2									(20,569,948)	(20,569,948)
Direct Delivery - New Council Homes Phase 1									(1,582,548)	(1,582,548)
Direct Delivery - New Council Homes Phase 2									7,590,000	7,590,000
Direct Delivery - New Council Homes Phase 2									(7,590,000)	(7,590,000)
New Build Tenants assistance with moving costs									83,470	83,470
Heat Network Strategy (Including SELCHP Expansion)									250,000,000	250,000,000
Total variations to be approved at Month 9	(15,089,594)	-	(15,089,594)	-	41,504,981	5,016,670	26,419,236	64,851,293	228,117,302	292,968,595

Project Name	Children's	Adult Social Care	Children's and Adults' Services	Southwark Schools for the Future	Environment and Leisure	Housing and Modernisation	Place and Wellbeing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
TOTAL PROGRAMME BUDGET VIREMENTS & VARIATIONS AT MONTH 9 2019/20	(10,589,594)	-	(10,589,594)	2,500,000	42,012,737	5,016,670	25,911,480	64,851,293	228,117,302	292,968,595
REVISED BUDGETS	92,606,828	40,355,801	132,962,629	11,065,582	148,431,600	102,033,918	288,791,336	683,285,065	1,972,991,450	2,656,276,515
VIREMENTS & VARIATIONS REQUESTED TO BE APPROVED FINANCED BY:										
Corporate Resources / Capital Receipt	(5,013,920)	-	(5,013,920)	2,500,000	41,430,756	5,016,670	19,277,814	63,211,320	(25,412,368)	37,798,952
Capital Grant	(4,496,922)		(4,496,922)		93,953	-	(2,221,862)	(6,624,831)	-	(6,624,831)
Section 106 and CIL	(1,078,752)		(1,078,752)		485,730		8,869,391	8,276,369	(4,390,330)	3,886,039
External Contribution					2,298		(13,863)	(11,566)	7,920,000	7,908,435
Supported Borrowing									250,000,000	250,000,000
TOTAL RESOURCES	(10,589,594)	-	(10,589,594)	2,500,000	42,012,737	5,016,670	25,911,480	64,851,293	228,117,302	292,968,595

Appendix D - General fund programme detail at month 9 2019-20

Capital Programme 2019-20-2028/29 Description of Programme / Project	2019/20			2020/21			2021/22+			Total Programme 2019/20-2028/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment and Leisure Total	31,143	26,589	(4,554)	32,894	30,565	(2,329)	84,395	91,278	6,883	148,432	148,432	0
Cleaner Greener Safer	1,912	1,912	0	3,316	3,316	0	16,073	16,073	0	21,301	21,301	0
Other PR Projects	3,306	1,441	(1,865)	3,579	4,213	634	6,136	7,367	1,231	13,020	13,020	0
StreetCare	8,633	7,263	(1,370)	6,078	4,555	(1,522)	42,881	45,774	2,893	57,592	57,592	0
Environmental Services	1,727	1,531	(196)	1,825	1,631	(194)	883	1,273	390	4,435	4,435	0
Street Metal Works	677	677	0	700	700	0	4,500	4,500	0	5,877	5,877	0
Culture	7,383	7,329	(54)	1,058	1,112	54	0	0	0	8,441	8,441	0
Parks	5,025	4,471	(553)	14,104	12,344	(1,760)	13,197	15,510	2,313	32,325	32,325	0
South Dock Marina	1,185	1,235	50	150	100	(50)	0	0	0	1,335	1,335	0
Leisure	1,296	730	(566)	2,084	2,594	510	725	781	56	4,105	4,105	0
Environment and Leisure Total	31,143	26,589	(4,554)	32,894	30,565	(2,329)	84,395	91,278	6,883	148,432	148,432	0
Place and Wellbeing												
PLANNING	5,966	1,260	(4,705)	350	4,418	4,068	300	938	638	6,616	6,616	0
TRANSPORT POLICY & PLANNING	6,152	6,284	132	1,928	1,796	(132)	290	290	0	8,370	8,370	0
REGENERATION NORTH	40,178	7,258	(32,920)	14,500	14,924	424	16,100	48,595	32,495	70,778	70,778	0
REGENERATION SOUTH	34,436	5,017	(29,420)	19,468	22,345	2,877	650	27,193	26,543	54,555	54,555	0
REGENERATION CAPITAL	19,679	7,079	(12,600)	14,475	12,519	(1,956)	1,103	15,659	14,557	35,256	35,256	0
PROPERTY SERVICES	64,114	31,664	(32,450)	15,546	42,187	26,641	33,557	39,366	5,809	113,217	113,217	0
Place and Wellbeing Total	170,524	58,562	(111,962)	66,268	98,189	31,921	51,999	132,040	80,041	288,791	288,791	0
Children's and Adults' Services												
Castlemead, 232 Camberwell road	683	683	0	0	0	0	0	0	0	683	683	0
Centre of Excellence	350	350	0	5,020	5,020	0	0	0	0	5,370	5,370	0
Anchor Blue Grove	12	12	0	0	0	0	0	0	0	12	12	0
Anchor Greenhiv	245	245	0	0	0	0	0	0	0	245	245	0
Anchor Rose court	18	18	0	0	0	0	0	0	0	18	18	0
Adult PSS Capital Allocations	133	133	0	5,161	5,161	0	0	0	0	5,294	5,294	0
Telecare expansion	0	0	0	143	143	0	0	0	0	143	143	0
Southwark Resource Centre	28	28	0	0	0	0	0	0	0	28	28	0
Lifecycle capital prog- Anchor homes	1,800	1,800	0	3,008	3,008	0	3,080	3,080	0	7,888	7,888	0
Lifecycle capital prog- ASC properties	100	100	0	2,035	2,035	0	8,540	8,540	0	10,675	10,675	0
Bed Based Care	0	0	0	0	0	0	10,000	10,000	0	10,000	10,000	0
2019/20 Primary Schools refurbishment programme	4,237	4,237	(0)	1,149	1,149	(0)	0	0	0	5,386	5,386	(0)
2018/19 Primary Schools refurbishment programme	433	433	0	1,447	1,447	0	0	0	0	1,879	1,879	0
Autism Spectrum	0	0	0	900	900	0	900	900	0	1,800	1,800	0
Beornund Primary School Redevelopment	100	100	0	11,518	11,518	0	0	0	0	11,618	11,618	0
Healthy Pupils Programme	291	291	0	0	0	0	0	0	0	291	291	0
Iliderton School	200	200	0	150	150	0	0	0	0	350	350	0
LSBU Passmore	662	662	0	0	0	0	0	0	0	662	662	0
Nursery Buildings	150	150	0	19	19	0	0	0	0	169	169	0

Appendix D - General fund programme detail at month 9 2019/20

Capital Programme 2019/20-2028/29 Description of Programme / Project	2019/20			2020/21			2021/22+			Total Programme 2019/20-2028/29		
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Permanent Expansion	5,511	5,511	0	11,218	11,218	0	3,220	3,220	0	19,949	19,949	0
Primary Schools refurbishment programme	0	0	0	3,500	3,500	0	17,500	17,500	0	21,000	21,000	0
Riverside Primary School	500	500	0	2,000	2,000	0	1,000	1,000	0	3,500	3,500	0
Retention	0	0	0	95	95	0	0	0	0	95	95	0
Rotherhithe Primary School Expansion	1,050	1,050	0	12,000	12,000	0	6,383	6,383	0	19,433	19,433	0
SEND and disabilities development	1,000	1,000	0	1,627	1,627	0	(0)	(0)	0	2,627	2,627	0
Southwark Inclusive Learning Service KS4	0	0	0	3,200	3,200	0	0	0	0	3,200	3,200	0
Troubled Families	247	247	0	0	0	0	0	0	0	247	247	0
Classrooms	250	250	0	150	150	0	0	0	0	400	400	0
Children's and Adults' Services Total	18,000	18,000	(0)	64,340	64,340	0	50,623	50,623	0	132,963	132,963	(0)
Southwark Schools for the Future												
KS3 SILS	6,357	6,357	0	1,436	1,436	0	198	198	0	7,991	7,991	0
ICT	45	45	0	0	0	0	0	0	0	45	45	0
Contingency and retention payments	0	0	0	3,029	3,029	0	0	0	0	3,029	3,029	0
Southwark Schools for the Future Total	6,402	6,402	0	4,466	4,466	0	198	198	0	11,066	11,066	0
Housing and Modernisation												
Brayards Improvement Zone	9	9	0	0	0	0	0	0	0	9	9	0
Housing Renewal	2,729	2,049	(680)	1,845	2,254	408	14,783	15,055	272	19,358	19,358	(0)
Gypsy and Travellers Site Fire Safety Reconfiguration	1,136	1,009	(127)	0	127	127	0	0	0	1,136	1,136	0
IT Investment Schemes	2,107	2,107	0	3,842	5,601	1,759	11,602	9,843	(1,759)	17,551	17,551	0
Leathermarket - Kipling Garages	98	98	0	0	0	0	0	0	0	98	98	0
Modern Ways of Working	433	44	(389)	490	46	(444)	50	883	833	973	973	0
Smart Working Programme	1,144	1,144	0	6,624	6,624	0	697	697	0	8,465	8,465	0
Planned Preventative Maintenance	3,336	2,238	(1,098)	3,590	3,590	0	18,433	20,031	1,598	25,859	25,859	0
PPM & Compliance Programme (CRP)	125	325	200	1,030	1,030	0	8,601	8,401	(200)	9,757	9,757	0
Queens Road 4	450	800	350	9,550	9,667	117	8,828	8,361	(467)	18,828	18,828	0
Housing and Modernisation Total	12,067	9,823	(2,244)	26,972	28,939	1,967	62,995	63,272	278	102,034	102,034	0
Capital Programme 2019/20-2028/29												
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Expenditure	238,136	119,376	(118,760)	194,939	226,498	31,559	250,209	337,411	87,202	683,285	683,285	(0)
Total Resources	84,146	72,759	(11,387)	50,320	45,839	(4,481)	90,340	106,208	15,868	224,806	224,806	0
Forecast variation (under)/over	153,990	46,617	(107,373)	144,619	180,659	36,040	159,869	231,203	71,334	458,479	458,479	(0)
Cumulative position				298,610	227,276	(71,334)	458,479	458,479	(0)	458,479	458,479	(0)

Paragraph	Service	Project/Programme Description	2019/20 £'000	2020/21+ £'000	Total Programme £'000	Financing	
						Funded (S106/CIL, Grant etc) £'000	Resources to be identified £'000
para 48-50	Place and Wellbeing	Revitalising the Blue	-	2,000	2,000	-	2,000
para 51-52	Place and Wellbeing	New Caledonia Wharf - Riverside Walk	-	1,500	1,500	-	1,500
para 53-54	Place and Wellbeing	Southwark Play House	350	-	350	-	350
para 55-56	Place and Wellbeing	21-23 Parkhouse Street	-	2,300	2,300	-	2,300
para 57	Place and Wellbeing	711 – 718 Old Kent Road	13,035	-	13,035	-	13,035
para 58	Place and Wellbeing	44 Webber Street	-	600	600	-	600
(January Cabinet meeting)	Place and Wellbeing	Elephant and Castle Bakerloo Line Extension	-	7,500	7,500	7,500	-
para 109	Environment and Leisure	Structures capital programme	-	4,500	4,500	-	4,500
para 110	Environment and Leisure	Highways NPR Capital Programme	-	12,600	12,600	-	12,600
para 111	Environment and Leisure	Highways Gullies and SuDS Capital Programme	-	1,500	1,500	-	1,500
para 112-117	Environment and Leisure	Highways Lighting - Programme Extension 2024 / 2030	-	3,000	3,000	-	3,000
para 118	Environment and Leisure	Air Quality	-	1,120	1,120	-	1,120
para 119-120	Environment and Leisure	Southwark School Streets	-	2,925	2,925	-	2,925
para 121-124	Environment and Leisure	Electric Charging Points	-	200	200	-	200
para 125	Environment and Leisure	Drinking Water Fountains throughout Southwark	-	200	200	-	200
para 126-128	Environment and Leisure	Tree Planting Programme 2019-2025	-	5,000	5,000	-	5,000
para 129	Environment and Leisure	South Dock Marina Health and Safety Works - Lock Gates	400	-	400	-	400
para 130	Environment and Leisure	Canada Water Health and Safety works	-	100	100	-	100
para 131	Environment and Leisure	South Dock Marina Feasibility Studies	50	100	150	-	150
para 132	Environment and Leisure	Nunhead Cemetery Wall Repair	-	1,000	1,000	-	1,000
para 133-135	Environment and Leisure	Leisure Centre Lifecycle Maintenance	-	1,025	1,025	-	1,025
para 136	Environment and Leisure	East Lodge Nunhead Cemetery	-	1,000	1,000	-	1,000
para 137-139	Environment and Leisure	Outdoor Gyms - Flexible free swim and gym	-	500	500	-	500
para 140-141	Environment and Leisure	Peckham Pulse Old Spa Area Refurbishment	-	203	203	-	203
para 142-145	Environment and Leisure	Active Southwark Community Investment Fund	-	3,000	3,000	-	3,000
para 146-149	Environment and Leisure	Adventure Playground	-	2,500	2,500	-	2,500
para 153-154	Housing and Modernisation	IT Planned Preventative Programme (CRP)	-	5,031	5,031	-	5,031
			13,835	59,404	73,239	7,500	65,739

APPENDIX 1**The Housing Repairs Service****Report from
Southwark Housing Scrutiny Commission****February 2020**

Introduction

Southwark Housing repairs will always be a council service which attracts attention. Our borough provides more social rented housing than any other in London, and plans are in place build 11,000 new council homes across the borough by 2043. Southwark also manages the freehold for thousands of leasehold properties, purchased from the council under Right to Buy. Repairs to individual properties and communal areas are a crucial service delivery point for the council. When things go right, repairs can make a huge positive impact on the lives of tenants and leaseholders. When it goes wrong, the results can be devastating.

The history of the repairs service in the borough is chequered. In 2011, the housing scrutiny sub-committee produced a report which detailed widespread waste, inefficiency and financial gaming as part of a long-term private sector contract. The service has been the subject of split contracts, privatisation, partial insourcing and, latterly, brought back in-house, in October 2018.

This most recent development, alongside ongoing concerns about standards of service delivery prompted the Housing Scrutiny Commission to, once again, investigate the service.

Notwithstanding the criticism contained in this report, the Housing Scrutiny Commission would like to place on record our thanks for the hard work that staff who deliver the service do for Southwark residents. The challenges the service still faces are largely the result of long-term strategic decisions. We do not doubt the commitment of staff providing the service, whether they are answering phones, providing technical support or carrying out repairs in people's homes. We hope that the recommendations made in this report will make it easier for staff to deliver the high-quality service that we all want to see.

The Commission would also like to thank all the repairs operatives, senior officers, tenants, residents and councillors who provided information to this scrutiny. We hope they will agree this report provides a solid evidence base for our recommendations. This would not have been possible without the positive engagement of so many people.

We want our repairs service to be a beacon of best practice which other councils seek to emulate. The Housing Scrutiny Commission hopes that the Cabinet will consider the recommendations made here in detail and respond positively.

Gavin Edwards
Chair of Southwark Housing Scrutiny Commission
February 2020

Objective

Our objective for this scrutiny process was to investigate service delivery and methods of monitoring in the repairs service to establish how well it is performing since it came back in house, and to make recommendations to improve it. At all times we have prioritised the perspective of tenants and leaseholders who rely on the service.

Methodology

The scrutiny commission used the following methods and sources to gather evidence for this report.

- A written report on the status of the repairs service
- A report on Key performance indicators for the repairs service
- Formal Interview with senior officers
- Formal Interview with the Cabinet Member for Housing
- Councillors Edwards, McCallum and Dixon-Fyle spent a day with Housing Repairs
- Visit to Islington Council (who took Repairs back in-house in 2014)
- Informal interview with officers
- Cllr Bill Williams (member of the commission) attended Tenants Council to request views
- Repairs service user survey distributed via the council's online consultation hub
- Missed appointments statistics
- Complaints stats and member enquiry stats
- Examples from councillors' casework
- Follow up questions to officers

The insourcing and the structure of the relationship with SBS

The repairs service was insourced with effect from 1 October 2018 following the expiry of the contract with Mears for the south of the borough. All building repairs, not chargeable to leaseholders, are now undertaken by Southwark Building Services (SBS). SBS had previously undertaken repairs in the north of the borough only.

A service level agreement (SLA) is in place that includes a range of key performance indicators (KPIs) that measure the performance of SBS. The repairs & maintenance team is being reorganised to incorporate a 'light-touch' client role.

How Key Performance Indicators (KPIs) are used to monitor the service

The SLA outlines performance indicators that the service is measured against. These are supplemented by a series of reports that look into the detail of service and are used as part of the monthly meeting undertaken within the service by officers from traded services and asset management.

Targets for the first six months of the new service were reduced for some indicators in recognition of the logistical issues that insourcing would bring, including the induction of more than sixty staff who transferred from Mears, transport requirements, materials and accommodation issues. The targets were revised from April 2019. It was recognised that the satisfaction target was difficult target to achieve for the service in the short term, having been set at 95%. 7.

Three of the indicators are measured by a customer survey of around 800 residents who have had a repair reported

complete by SBS within the month. The survey is conducted either by telephone or by email. The KPIs relating to the survey are overall satisfaction, right first time and appointments kept. Right first time has a few exclusions that recognise jobs that could never be completed first time e.g. water ingress into electrical fittings where disconnection and drying out are required before a full repair can be affected.

Other indicators are pulled from various IT systems and validated by performance team or quantity surveyors depending on the indicator in question. Officers noted that indicators still need system changes to enable the information to be extracted readily and these will be worked through over the coming year.

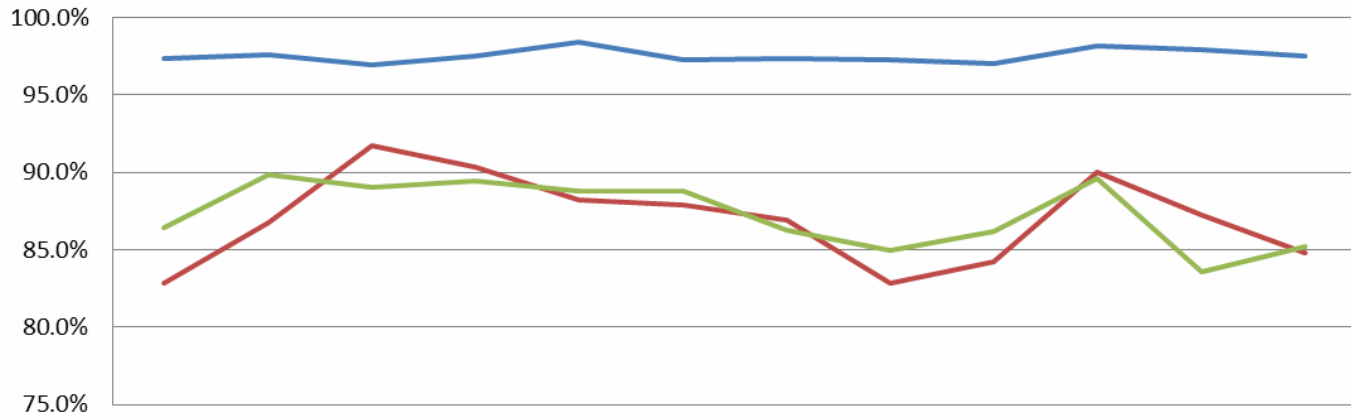
The latest KPI statistics are in the tables below.

KPI Summary Table

KPI No.	KPI	Source	Target	July-19	Aug-19	Sept-19	YTD from October	Latest trend
1	Resident Satisfaction	Customer survey	95%	89.6%	83.6%	85.2%	87.2%	↑
1a	Resident Satisfaction - North	Customer survey	95%	90.2%	82.1%	86.8%	-	↑
1b	Resident Satisfaction - South	Customer survey	95%	89.1%	85.2%	83.9%	-	↓
2	Percentage of orders commenced and completed within stipulated time periods	System generated	95%	88.3%	87.7%	86.3%	87%	↓
3	Appointments Kept	Customer survey	98%	98.2%	97.9%	97.5%	97.5%	↓
4	Number of orders for which a default notice has been issued*	System generated	<30	0	15	17	-	↓
5	Average time to complete responsive repairs	System generated	9 calendar days	10.2	9.9	10.5	10.1	↓
6	Repairs completed Right First Time	Customer survey	90%	89.9%	87.3%	84.8%	86.8%	↓
7	Completion of quality control inspections per month and reports issued to contractor	System generated	90% pass	94.1%	93.4%	90.5%	92.5%	↓
8	Percentage of orders for non-specialist works completed by a subcontractor each month	System generated	<20% by volume	3.7%	9.8%	5.3%	7.2%	↑
9	Percentage of orders where further appointment made whilst on site	Customer survey	95%	27.5%	20.5%	7.5%	17.7%	↓

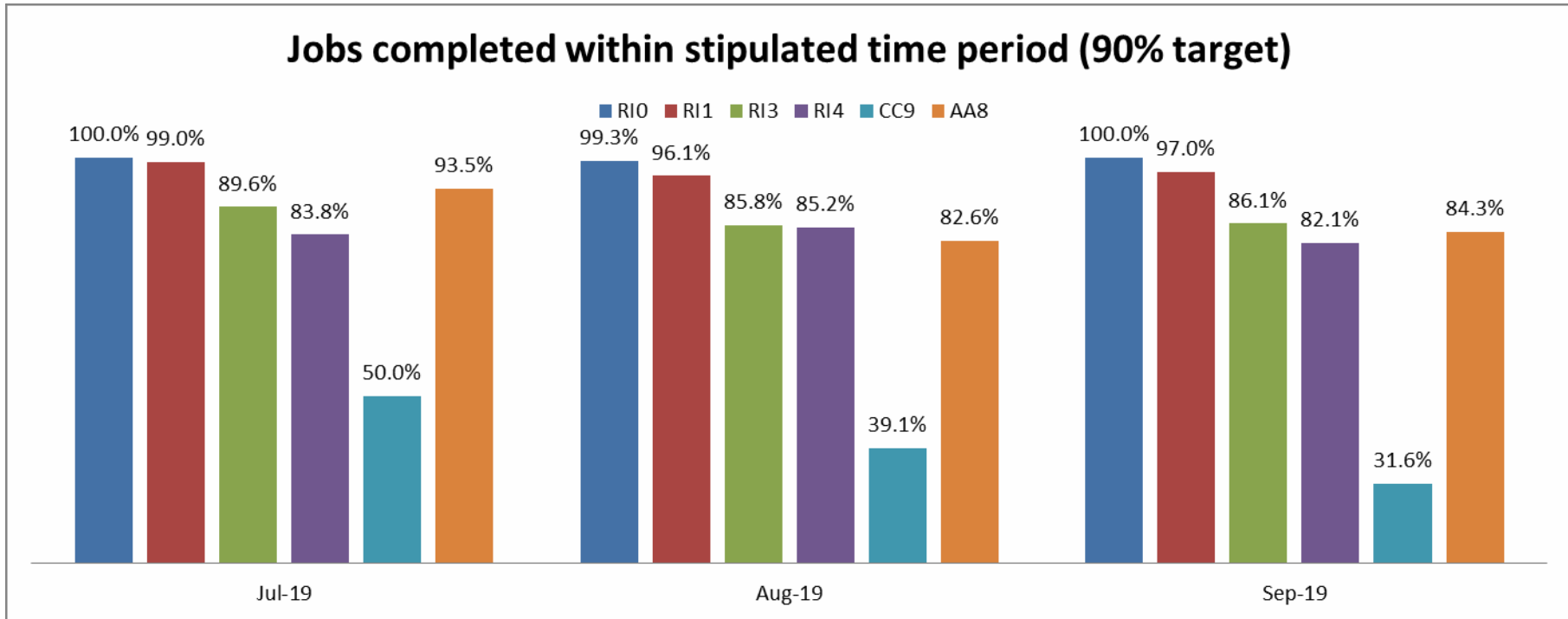
Customer Survey graphs (sample c.800pm from October 2018)

Customer Survey Responses



	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
Appointments Kept	97.3%	97.6%	96.9%	97.5%	98.4%	97.2%	97.3%	97.2%	97.0%	98.2%	97.9%	97.5%
Right First Time	82.8%	86.7%	91.7%	90.4%	88.2%	87.9%	86.9%	82.9%	84.2%	90.0%	87.3%	84.8%
Satisfaction	86.4%	89.8%	89.1%	89.5%	88.8%	88.8%	86.2%	84.9%	86.2%	89.6%	83.6%	85.2%

Completions within stipulated time periods



Total orders raised/completed on time

	RI0: out of hours complete in 4 hours: emergencies		RI1: in hours complete in 4 hours: emergencies		RI3: urgent up to 3 working days		RI4: routine up to 20 working days		CC9: Complaints and Casework		AA8: Aids and Adaptations	
	Raised	Completed	Raised	Completed	Raised	Completed	Raised	Completed	Raised	Completed	Raised	Completed
July-19	448	448	409	405	1330	1192	2378	1992	30	15	77	72
Aug-19	444	441	511	491	1180	1012	2261	1927	23	9	86	71
Sept-19	415	415	465	451	1303	1122	2209	1814	19	6	140	118
Q1	1307	1304	1385	1347	3813	3326	6848	5733	72	30	303	261

Formal Interview with senior officers

On the 8th July 2019, the Scrutiny Commission formally interviewed the following senior officers: The Head of repairs and maintenance, Acting Director of Environment, Acting Head of traded services, Director of Asset Management. Members of the commission had the opportunity to question officers on various aspects of the repairs service and to interrogate further a written report which was provided prior to the meeting. Questioning at this meeting identified the following issues:

1. **Resident verification of completion of repairs is not in place:** One core recommendation of the 2011 scrutiny report was that residents should have a central role in verifying that their repair was complete. This followed an admission by the contractors that some operatives were systematically reporting completion of repairs, when they were not complete, or even without even attending the property. The question was asked: “. . . who decides that a job is complete? Who gets to verify that on Southwark's systems?

The officer said: *“So the contractor SBS says it's complete. One of the things that we do find where people are dissatisfied, that quite often the reason that they're dissatisfied, is that the job actually hasn't been completed. It's not as big a number as it previously was but it's still a number.”*

2. **We are not surveying residents with overdue repairs:** Another recommendation from the 2011 scrutiny report was that the council should not only survey people who have had their repair reported as complete, but also those where the repair is overdue. The point was to ensure that the council wasn't simply patting itself on the back for completing repairs, but also seeking feedback from that group of residents who had not had their repair completed. Satisfaction levels will be disproportionately high among residents with newly completed repairs. It is important that others are included in the surveying process. At the time, the Cabinet undertook to implement this recommendation.

On questioning, it became apparent that this practice had been introduced but had since been dropped. *“We used to do a survey of people whose repair was overdue and not completed. We got very few people that would actually answer that service. And we've got exactly the same response every time, which was, we need to know what's happening, we don't know what's happening. So that was one thing we did. And that sort of fell away. And I think it might be something that we maybe should resurrect. I think things fell away for a while when we were demobilising the Mears contract.”*

3. **Southwark invests a large amount of time and effort surveying. We may not be getting the balance right.** Officers explained that the council monitors satisfaction, completion and a number of other KPIs via a telephone/online survey of residents who have had repairs completed. Each month they collect 800 responses to this survey. A large amount of effort goes into compiling this information. The committee raised a question mark over the extent of this work. For example, would it be better to do 400 surveys, and then use the newly freed up resource to focus on resolving problem repairs which have been identified via other means (such as complaints or Councillor casework).
4. **More complex jobs can be notified as complete, when they are not complete:** Officers acknowledged a point made in the committee meeting that complex jobs seem to be an issue.

Anecdotally, a committee member stated that it is the more complicated jobs which seem to take disproportionately longer to complete.

One officer stated: *“The other point is actually when there's two parts to the job. I think you made the point earlier about actually someone going away thinking it's completed. Well, actually sometimes that's just a misunderstanding on the operative's part, because he's actually the carpenter who's done the carpentry work and he thinks is completed, but actually it needs to be painted or something needs to be done around it. So it's managing the communications around that as well and making sure that we've got all of our planning and resourcing right. So if you do take a day off work, actually the carpenter comes in with the tiler.”*

Informal conversations with officers

The Chair of the committee spoke informally with officers during the scrutiny process to get a broader picture of the repairs service and to identify some issues that may have been more difficult to address in a public forum. Outlined below are the issues which came out of those conversations. There are some direct quotes used but these are not attributed.

Strategic and Cultural Changes in SBS: It was suggested that SBS have grown and expanded in a number of areas since taking on the work of Mears' in October 2018, but there has not been a strategic review of how they should operate, nor of the cultural changes which need to take place in order to make the service more tailored to residents. One officer stated: “If I've got a criticism of SBS, it's that it doesn't focus enough on the customer.”

Pay systems in SBS: One of the reasons given for this is the way repairs operatives are paid, which encourages faster and sometimes short-term solutions, instead of focusing on longer-term holistic approach. One officer was asked “Are there incentives in the pay system which cause perverse outcomes?” In response they said:

“In some ways yes, but the solution is to not incentivise people, because in the industry, it's normal to be incentivised. The incentive to do a job quickly means that the most skilled people at SBS can do a job quickly, but they won't necessarily do a complete job, . . . for an emergency repair, they will get paid just as much to stop the immediate problem, as they will for replacing the whole thing.”

For example, there's a leak in a property, they only want to spend 15 minutes in that property, it's an emergency. ‘Oh, I'll put some tape round it,’ whereas you could actually change the waste. ‘But oh, I haven't got that one on my van, so I'll do that and someone else can come back.’”

On missed appointments: Another example given related to missed appointments: An officer said:

“One of our managers is currently having a debate with them [SBS] about appointments, because although the survey is showing most of the appointments are kept, 98%, we are paying out much more for missed appointments to SBS than any of the other contractors.

There is often no negotiation with the tenant over appointment time.

“There is a misunderstanding of what an appointment is . . . They believe that if they’ve not made an appointment at first contact, that they decide when they’re coming and they just tell the customer, that’s when they are coming.”

On the survey sample: With regard to the point made in the formal interview about surveying residents with overdue repairs, some of the reasons why this stopped were further explained:

“The stats on that were satisfaction levels and were not even measurable. What came out of that was that we were annoying people in that we were phoning them about a job that wasn’t done. Most people said, I don’t know what’s happening.”

What happens next cards: So, in response to this, a solution was put in place:

“That’s why we introduced the ‘what happens next card’ which is routinely not used. The idea came from core group

– The operative is supposed to phone back to their planner, say ‘I can’t do this now, but can you get the next appointment for me or this trade has now got to come’, and the card is then left with the resident which says, these are the things that will now happen, this is when . . . That process has been in place for a long time, but it is routinely not used.

Specialisation in the call centre: The level of specialisation in the call centres, levels of training and the fact that it does not sit with the repairs team were also issues raised.

One officer said “If there is a call centre, I like a specialist call centre. We can give the contact centre all the specialist diagnostic tools in the world, but we can’t give people that experience. It’s changed from being specialist before. It should be seamless between call centre and repair.”

One officer went and spent time in the call centre. They said: “The agent I sat next to, the first call she took was a housing application, and I was surprised. And I questioned that and she said, ‘Oh, yes, I’m going to take myself out of that que now’. That’s when I learned, it was no longer specialist in repairs.”

Turnover and training in the call centre: In relation to training and staff turnover, the following points were raised: “It’s the churn in call centres, that’s the problem, low paid. When they first took on apprenticeships, they had six weeks training, they went out with repairs operatives, they were trained. That’s not happening anymore. They come in ... and I might be over-egging it . . .and it seems to me, they are on the phones . . .The ethos at the minute in the contact centre is to train them to answer everything . . .You do need some people with that expertise. Not following a script and pressing a button.”

One officer suggested that embedding a call centre with the repairs service, building up expertise among call centre operatives may be the solution. It was said that this could also enable the call centre staff to be more pro-active in regard to problem repairs.

Verification of complete repairs: On resident verification of the completion of repairs, the following was observed: “Mears used to let residents verify via text system. But SBS are trying to introduce this on appointments in advance. Multi-trade jobs and real completion is a problem So jobs can get closed down

when they haven't actually been done."

The light client model: One officer was asked about the "light client" relationship with SBS and whether or not senior officers held accountable for the service actually had the ability to make changes needed.

"I think the answer is no . . . as the people running the service, as the person who comes to scrutiny, who has to come to SMT, CMH and say I'm responsible . . . I'll make it better, I've got to do it through other people, but I'm responsible. I'm not sure I'm in that position anymore."

The chair came away from these conversations that SBS is, to some extent, bureaucratically insulated and not accountable enough for the service it is delivering. This seems to be directly related to the "light client" model.

Committee members' day spent with Housing Repairs

Cllrs Edwards, Dixon-Fyle and McCallum all spent one day, going around the borough with repair operatives, finding out about how the repairs system works. We would like to place on record our thanks to those officers and operatives who helped to make this happen. It provided invaluable insight for this scrutiny report. The following issues were identified as a result.

Codes not matching the actual time spent – One repairs operative spoke about how the job codes allocated to each type of job do not accurately represent the amount of time needed to do these jobs. He spoke of the workforce describing some jobs as "golden codes", because they could be done very quickly but might have half a day of work allocated to them. Another example given was that a repairs operative would get double the money for removing and refixing a toilet pan, rather than fully fixing the toilet, but the work is the same. Also, the code for a booster pump or gulper pump is completely wrong. They can be only a one hour job, but it is paid for 8 hours.

Appointment kept is not verified - Arrival for an appointment was confirmed by the repairs operative simply tapping a button on his phone app

Confirming completion: No role for the resident in confirming a repair is complete – completion was also confirmed by clicking on the App. There appeared to be no role for the resident in confirming it was complete.

Call centre information often a problem: One repairs operative stated that the information given to them via the call centre was often inadequate, meaning they might not have the right parts with them. He believed that training at call centre needs to be more intensive and specialist.

Quality of materials: One repairs operative spoke about the variable quality of materials used. It was his belief that Southwark had been put on stop by some suppliers because of non-payment, and this meant the council had to keep changing suppliers.

Visit to Islington Council

On the 18th September 2018, the Chair of the Commission visited Islington Council and spoke with Cllr Diarmaid Ward, Executive Member for Housing and Development and Simon Kwong, Service Director. The reason for requesting the meeting is that Islington had brought their Housing Repairs Service back in house in 2014. The Chair asked them a number of questions about their experience and how some of these lessons might apply to Southwark .

Both Councillor Ward and Simon Kwong confirmed that, with lots of hard work, the service in Islington was performing well since it came back in house. KPIS are being met and resident feedback is good.

They also said that there was no financial incentive scheme in place for repairs operatives. All staff have been moved onto LGPS terms and conditions.

‘Housing Direct’ take their repairs calls and these are operated by experienced officers who are expert in housing repairs. Their entire focus is to get the right people there, with the right equipment at the right time. No new operator is left on a phone by themselves for at least six weeks.

They said that the cultural shift in the organisation has been very important. It has taken years of “hard slog” but they are really seeing the results now. They said that on taking over the service they had to confront and change some “bizarre practices” which they had inherited from the old service. Staff now go direct to their first job, instead of coming to the office first.

They also referred to “Multi-skilling training” which is a programme introduced to build up the general skill levels across trades.

The Chair would like to formally thank Cllr Ward and Mr Kwong for taking time to meet with him and speak about their repairs service.

Tenants and Leaseholder Survey

The Housing Scrutiny Commission has carried out a housing repairs service survey. This was developed in consultation with council officers and published using the new Southwark Consultation Hub. The survey can be viewed at this address: <https://consultations.southwark.gov.uk/housing-community-services-department-community-engagement-team/housing-repairs-tenants-and-leaseholder-survey>

The survey has two main objectives. Firstly, to test the data the council is gathering via its own survey methods and also to collect individual examples of problematic repairs which may be indicative of wider problems with the way the service is being provided. In truth, the survey has been more successful in achieving the latter than the former. Overall, the response rate has been poor. There were only 99 responses to the survey and the committee had hoped to gather more data. This level of response is not high enough for us to have statistical reliability for the quantitative results.

However, among the 99 responses, important themes did emerge in the anecdotal responses provided. Below is a summary of some of the comments received organised into themes.

The Call Centre

“There is a demeaning way they tell you something isn’t an emergency. So quick to tell you what they don’t deal with than how they can help.

They are friendly enough but getting them to raise a job (particularly if it’s an urgent one) is virtually impossible. They employ gatekeeping tactics and it’s very frustrating. I don’t feel like they genuinely care about people’s stressful situations. They often speak very abruptly and give wrong information about legal right to repair, assuming that tenants don’t know their rights. The call centre needs remote monitoring - like random listening samples of calls. Then you might get a taste of what really goes on. If you turn up to monitor them, or if they know or suspect they are being monitored then they’ll be on their best behaviour. This is why it’s important for your to monitor the calls when the staff are not aware that it’s happening. I think you might be shocked at the way they speak to people.

I had to argue with the contact centre about the repair. The door entry system was not working and we couldn’t get in the block, but it was felt this wasn’t an emergency. After some arguing it was accepted that any inability to access our flats was probably an emergency.

The operator seems to have something I would call a 'crib sheet' whereby the incoming call must fit into one of the categories listed and judged by the operators understanding. Quite often the information input is incorrect and therefore the wrong repair person turns up - has to go away - another time of waiting and frustration until the correct repair person turns up. This is mostly the information given by quite a few tenants in my block.

It's always a struggle to get the job raised correctly, workmen turn up to do the job with the wrong information about the issue.

“The system just doesn't work. Call centre ill-equipped, contractor is not monitored to check works, reporting and compensation scheme never materialises.”

“The problem is that they can't send emails or copy you in the emails, they can't provide telephone numbers of people supposed to come and it can take 30min+ to get them on the phone. Also, if bell doesn't work, the contractor can't get to you as there is no communication. Things would be more efficient if there was a direct connection with contractors and possibility to communicate in case of no show, or delay or anything else.”

Emergencies not being treated as emergencies

“Full electricity outage - We were without power for nearly 2 days and nights. It was a nightmare to raise the job . . . We had to involve the Cabinet member for Housing to get them to act. The repair team had to attend three times as the problem was so difficult to diagnose and kept being passed to and from U.K. power networks.”

“I am not happy with the repairs team at all. 2019 we had a leak, because of the response it turned into a full-scale flood which damaged my flat. When a call is made to the repairs team you can be holding on for half an hour trying to get through and then you get cut off. When you do get through the person on the

other side can often be very rude chewing gum, yawning, asking silly questions e.g. what size is the bucket the colour. Once somebody calls with a leak or a flood problem it should be a quick response. When I don't have a problem, I email unless it's a real emergency. The department could do with a lot more improvement."

Jobs being marked as complete, when they are not/no follow up.

"In Nov 2019, I had a leak from the guttering across my living room ceiling and down the wall. I reported it, long story short, the job was marked as complete. I requested a Technical Officer attend to check the work was completed to a satisfactory standard. I have chased this repeatedly but heard nothing back. In the meantime, leaks started coming through again the week before Christmas. Again, I rang the call centre. I was told that an email would be sent and I would hear back in due course. Up to this point, I have not heard back. I have informed my housing officer and local Cllr as well."

"Despite several emails regarding a dangerous and loud vibrating pump above my property, it has never been replaced or relocated, meaning I have to try to live and sleep with the vibrations and noise. This despite numerous emails including one from my housing officer."

"The first appointment was kept but no other appointments were made. Again the repair online account showed this also was cancelled. Southwark Council and their contractors do not follow up on initial callouts or notify the customer of any further"

"The contractors who attended were very shocked at how long it had taken to sort out the repair. They told me it would usually have been done in 2 working days. As someone with mobility difficulties (the reason why I have a wet room) I felt abandoned on this occasion."

"There has been an ongoing leak from the roof of my property. Rain water coming through to my daughter's room. It's been going on for about two years, scaffolds has gone up twice at an inconvenience to my neighbour below. Scaffolds came down on the second occasion without a visit to view the work. Soon after, it rained and water came through. I have made repeated contact since the summer 2019 to Southwark and the contractors, they are waiting for Southwark to give the go ahead. Last winter I put in another request via the repairs page online but I haven't had any contact back."

Customers claiming pictures of front doors are being used as proof of arrival for an appointment, when in fact the appointment has not been kept

"Council don't pay compensation as contractor claims they have turned-up and used an old picture of front door as proof, but having fallen prey to this before, I left front door open and when challenged to show picture of front door open, the communication goes cold no matter how much you chase."

"Contractors OCO misleading council staff by taking pictures of front doors but not actually entering premises to inspect faults during busy times."

Not having the right parts

"Engineer came to repair my shower did not have shower head or hose said he would be back in two weeks no contact after eight weeks despite phone calls. I would not class this a good service."

Conclusions and Recommendations

The light client model is not working

The light client model has serious weaknesses for a service which needs cultural, root and branch changes. The Commission has gathered substantial evidence that the contract/commissioner style relationship which has been preserved beyond insourcing is problematic. One of the major advantages of insourcing is supposed to be the direct management control it gives the council over a service. But the light-client model forces senior council managers to ask for changes to be made, instead of mandating them. This is holding back the rate of improvement in the repairs service. Islington Council, for example, has direct control over its service and appears to have made significant improvements since 2014 as a result.

Recommendation 1: The commission recommends that, following appropriate consultation with staff and stakeholders, the light client model is dismantled so that Southwark takes direct management control over the repairs service.

Resident verification of completion of repairs

It is clear from the evidence gathered in the report that there is no role for residents in verifying if a repair has been completed or not. Indeed, there is some suggestion that repair operatives see “completion” of a repair in terms of completing their part of a wider problem, or even simply attending a repair appointment. At other local authorities, residents sign off on the completion of a repair. This is also a change which tenants council has been requesting for a considerable period.

Recommendation 2: Taking advantage of new systems being introduced, Southwark should introduce a system which requires a resident to confirm if a repair is complete, and the repair should not be marked as complete until the resident has done this.

Feedback on problem repairs

One issue which has been identified with the survey used to monitor satisfaction with repairs is that we are only surveying those people whose repairs are marked as complete. The outcome of this is that people who have longer-term issues which SBS has not resolved, are not being surveyed. This leads to a skewing of the statistics towards higher satisfaction. The Commission accepts the evidence given by officers that trying to survey this group was very difficult, because residents could not understand why they were being asked about an incomplete repair. However, the council needs to find a way of getting feedback from people who are “stuck in the system”, residents who have ongoing complicated repairs which have not been resolved.

Recommendation 3: A new Key Performance Indicator should be introduced defining the number of unresolved, incomplete repairs which are beyond their target completion time. Driving down this number should become a key priority of the service.

Resource allocation and the residents survey

The council carries out 800 surveys per month to monitor performance. There is a feeling among commission members that we may be putting too much resource into these surveys and some could be redirected towards problem solving more difficult and complicated repairs.

Recommendation 4: The council should halve the number of surveys done to 400 and then use the newly freed up resource to focus on resolving problem repairs which have been identified via other means (such

as complaints or Councillor casework).

Pay incentives

The Commission recognises that it is not within our remit to make specific recommendations in regard to staff pay and terms and conditions. That should always be done through negotiation with recognised staff trade unions. Nonetheless, the evidence gathered here does support the conclusion that currently some SBS pay incentives are promoting perverse outcomes in some cases, which are not focussed on completing repairs quickly, to a high standard at a reasonable cost. The evidence on “golden” job codes is particularly relevant to this. It is noticeable that Islington has benefitted greatly from having a stable, equality proofed pay scheme which contains no perverse incentives.

Recommendation 5: Changes should be made to staff pay incentives in the repairs service, via negotiation with recognised trade unions, which ensure speedy, high quality repairs and remove perverse incentives to prioritise inappropriately.

“What happens next” cards

There will be times when operatives cannot complete a repair, but it is important that residents know what is going to happen next and when. For this reason, the council introduced a system whereby operatives would phone their planner and arrange for a new appointment (or next step) whilst they are still at the resident’s home. The information agreed would then be shared with residents on a ‘what happens next card’. In the words of one manager “That process has been in place for a long time, but it is routinely not used.” (This a good example of lack of direct management control referred to in recommendation 1.)

Recommendation 6: “What happens next cards” should be re-introduced and properly implemented by managers so that they are used in all cases of incomplete repairs.

Specialisation in the call centre

Both repairs operatives and senior managers noted that problems were arising because of a lack of specialisation and training. We heard clear evidence that telephone operators handling repairs were switching between this work and handing other calls. One repairs operative stated that the information given to them via the call centre was often inadequate, meaning they might not have the right parts with them. He believed that the training at call centre needs to be more intensive and specialist.

Recommendation 7: Consideration should be given to separating a specialist repairs call centre from the wider call centre operation and basing this team with a newly integrated repairs service. In addition, a review of training requirements for these roles should be carried out, to ensure staff responding to repairs requests have the skills and knowledge they need.

Multi-skilling training

During the visit to Islington Council, the Cabinet member and Director referred to the success of the introduction of “Multi-skilling training” which is a programme introduced to build up the general skill levels across trades. The Commission believes such a programme is not in place in Southwark and that our repairs service could operate in a more flexible way if it were introduced. It would reduce the number of call-backs and multiple appointments needed to complete repairs.

Recommendation 8: Working in partnership with staff trade unions and taking advice from councils such as

Islington, Southwark should introduce a comprehensive multi-skilling training programme for repairs operatives

Linking up of separated repairs services

Evidence from the survey and anecdotal evidence noted by members of the committee suggests that the delivery arm of the repairs service too often operated in a fragmented way. For example, the “Leaks from Above” Team will successfully complete the repair to a leak, but the follow up repairs in properties beneath the leak often take much longer to carry out.

Recommendation 9

Any future changes to the repairs service should pay particular attention to unifying the service and making its different elements operate in a more joined up fashion.



Fairer Contributions Policy

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1. Introduction

Southwark Council has a responsibility to ensure that adults in our local community who are unable to achieve everyday outcomes by way of a physical impairment, mental impairment, or illness, are able to achieve the outcomes that matter to them in life.

To ensure that we can afford to meet the needs of adults who receive support from adult social care, we will work with the individual to work out how much they can afford to contribute towards the costs of meeting their care and support needs.

Our aim is to complete a financial assessment with all service users. Where a financial assessment is not possible or disproportionate, we aim to complete a light touch financial assessment. If we are unable to complete a full financial assessment or light touch financial assessment, we will usually ask the adult to pay for the full cost of their care (see section 6 for details of how adults without mental capacity might be affected).

Following an assessment, if the value of their capital does not exceed the upper capital limit¹, we will ask them to contribute to the cost of their care, provided that they have sufficient income. To ensure that the adult only pays what they can afford, we will assess their charge based on their individual circumstances.

When calculating what they can afford, we will consider:

- how much it costs to provide care and support to meet their needs. We will never charge more than the cost that we incur in meeting their assessed needs,
- what income they have access to.

If the adult owns capital in excess of the upper capital limit, we will ask them to meet the full cost of their care needs until the value of their capital reduces under the upper capital limit. This is subject to the deprivation rule (see section 5.7 for details).

2. Scope

This policy applies to adults with care and support needs, with the exception of adults:

- with Creutzfeldt-Jacob Disease,
- in receipt of aftercare services provided under section 117 of the Mental Health Act².

We do not charge carers for the provision of services to meet their eligible needs.

All parts of this policy apply equally to charges for residential care services and non-residential care services, unless stated otherwise.

3. Legislation and Key Documents

- The Care Act 2014 & associated regulations
- Care and Support Statutory Guidance Issued under the Care Act 2014 (DOH)
- The Mental Capacity Act 2005
- The Mental Health Act 1983
- The Equalities Act 2010
- Regulation of Investigatory Powers Act 2000

¹ For a definition of Upper Capital Limit, see Chapter 8 (Charging and Financial Assessment) of Care Act Statutory guidance

<https://www.gov.uk/government/publications/care-act-statutory-guidance>

² See Top-Up policy for details of where a top-up charge may apply.

- The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009
- Welfare Reform Act 2012
- Data Protection Act 2018 (which incorporates the General Data Protection Regulation)

4. Definitions

Most of the terms in this document are explained in their own section. Further explanation is provided below for some terms that require a clear explanation of what they mean.

Adult	A person over the age of 18 who is in receipt of adult social care services and for whom this policy applies.
Arrangement fee	This is a fee that is charged to adults who are responsible for the full cost of their care services and have asked the council to arrange their care. This fee is not payable for residential care, but if there is a deferred payment agreement in place, additional fees may be payable under that scheme. These other fees are explained in the deferred payment agreement policy.
Deferred Payment Agreement	A contract the adult with care and support needs (or their legal representative) signs with the council, which gives the council the ability to secure a legal charge on property, and provides terms and conditions of the deferred payment scheme.
Deferred Payment Scheme	A national scheme whereby people can delay paying for their care and support, or part of it, until a later date, provided they meet the eligibility for the scheme.
Deprivation of income or capital	This term is used when an adult has 'deprived' themselves of an asset in order to reduce their liability to pay for care. Where deprivation occurs, the council will treat the adult as if they still had the asset, or in some circumstances, may pursue the person who received the asset.
Financial assessment	This is a means-test to determine how much the adult should contribute towards their care. Financial assessments are worked out as a weekly amount.
Light touch assessment	A light touch (financial) assessment is a mini assessment that takes place in cases where the council does not need to complete a full financial assessment. More information is provided in section 5.7.
Notional income or notional capital	Income or capital that the adult could claim if they applied for it. The notional capital rule is also applied in cases where deprivation has occurred.

5. Approach to fairer contributions

5.1 Charging principles

Our approach to charging for care and support is guided by the following principles –

We will:

- not charge adults with care needs more than we can reasonably expect them to pay,
- apply a robust and consistent approach to assessing contributions,
- have transparent processes, and clearly explain financial assessment implications,

- employ a person centred approach, and place the adult's wellbeing at the forefront of the process,
- incentivise employment, education and training,
- employ a sustainable approach.

5.2 Information and Advice

We will publish information on our approach to assessing and charging adult's with care and support needs, including clear information or signposting on:

- money management
- benefits entitlement
- why and how we carry out financial assessments, including charging implications
- requesting support to meet eligible needs even when the adult must pay for their own care (including information on any costs incurred as part of this process)
- advice and support available to people making their own care arrangements
- income/capital we will include in the assessment, and capital/income we will disregard
- how we calculate the contribution, including information on protected and available income
- services that are chargeable
- methods of payment, including information on deferred payments and top-up charges
- independent financial advice
- care caps
- safeguarding and financial abuse

We will make information on our approach to charging available online and will be available in community languages and in accessible formats on request. We will also signpost individuals to independent financial advisors where independent advice is appropriate.

Social care staff conducting assessments must ensure that the adult with care needs (and those supporting them during the assessment) are adequately informed about the financial assessment process, and charging implications.

5.3 Charges for care

5.3.1 Services charged for

We charge for care related services, including (but not limited to) –

- | | |
|---|---|
| ▪ Telecare | ▪ Respite care |
| ▪ Homecare | ▪ Transport |
| ▪ Meals at home/day centres | ▪ Community Support |
| ▪ Day centre attendance | ▪ Services purchased via a Direct Payment |
| ▪ Long term residential home placements | ▪ Long term nursing home placements |

We review the cost of services annually in order to ensure that the services are sustainable and offer good value for money. In some cases, changes to the cost of services provided will affect how much the adult is expected to contribute towards their care services.

There is a presumption that any adult care services not referred to above, or those that may develop in the future will be chargeable under this policy unless:

- Southwark Council has chosen to exercise its discretion not to charge, or
- Where that service is exempt under statute.

Where an adult going into a care home chooses accommodation that costs more than the council will fund, a Top Up will normally apply. In limited circumstances, the adult can pay their own top up, but

normally the top up is paid for by a third party, such as a relative. Please see our Top Up policy for more information.

5.3.2 Arrangement fee for self-funders

Adults who are responsible for the full cost of their care services in the community and who ask the council to arrange their care will be charged an arrangement fee of £200. This fee is initially payable when services begin and where there is a significant change of circumstances.

The fee is charged to cover administrative costs involved in making arrangements for self-funders. The fee is payable even if the adult receives care for part of the year.

This fee was introduced on 01 April 2020. Adults who were self-funding their care prior to this date will not be asked to pay any retrospective fees, but will be charged the fee where there is a significant change of circumstances.

The arrangement fee will not be applied in cases where the adult is only in receipt of the Telecare alarm service, as charging this fee would be disproportionate to the level of service. Should the adult begin to receive other chargeable services at a later date, and if the adult continues to be responsible for the full cost of their care, the arrangement fee will be payable from the date that the additional services began.

Examples of when the fee will apply to existing adults

We would apply the arrangement fee for an existing service user in circumstances such as:

- Moving from single handed to double handed care,
- Increase in care package significantly such as from one hour per day to four hours per day
- Service user previously only in receipt of an alarm service, is allocated a personal budget to meet their needs.

Arrangement fees are payable irrespective of the adults mental capacity. Arrangement fees cannot be deferred and are payable upon presentation of an invoice.

5.3.3 Services not charged for

We will not charge for the following services –

- Aids and minor adaptations that cost under £1000,
- Up to 6 weeks of Intermediate or Reablement care services,
- Care and support to meet the needs of adults with Creutzfeldt-Jakob disease,
- After care services provided under section 117 of the mental health act 1983³,
- Services the NHS is under a duty to provide (including Continuing Healthcare and the NHS contribution to Registered Nursing care),
- Services we are under a duty to provide under other legislation,
- Assessment of needs and care planning.

5.4 Identifying the need to carry out a financial assessment

Where an adult is in receipt of one or more chargeable care service, we will usually offer a full financial assessment to work out the person's ability to contribute. In some circumstances we may carry out a 'light touch' assessment instead, which will normally happen in the following circumstances:

- when the adult chooses not to disclose their full financial details but would like us to meet their care needs,
- when we charge a small / nominal amount for a service which the adult is clearly able to meet and carrying out a financial assessment would be disproportionate,

³ We do not charge for core services, but where a top-up applies the adult may be charged accordingly. See Top Up guidance for more information.

- where the adult is in receipt of particular state benefits which demonstrates that they would not be able to contribute towards their care and support costs.

We will notify adults of the outcome of their financial assessment or light touch financial assessment. If we have completed a light touch financial assessment, we will offer them the opportunity to complete a full financial assessment.

If we have been unable to complete both a full financial assessment and a light touch financial assessment, we will assess the adult as having the ability to pay for the full cost of their care and support and will charge them on this basis.

If the service user subsequently chooses to engage with the council, we will review their case if based on the evidence that they present.

5.5 Capital and the financial assessment

5.5.1 Determining which capital to assess

We will follow statutory guidance⁴ which provides information on types of capital that should be:

- treated as income instead of as capital, or
- be included in full in the financial assessment, or
- be partially disregarded, or
- be fully disregarded, or
- be disregarded for a fixed period of time.

Some types of capital are treated differently depending on the adult's care setting. For example, an adult who lives in the property that they own will have the property disregarded (ignored) in a financial assessment, but if that adult goes into residential care, that property may be included.

5.5.2 Ownership of capital

If there are concerns about the ownership of the capital, we will seek documentary evidence to verify who the capital belongs to. For jointly owned capital (such as a joint bank account or a jointly owned property), we will split the total value in equal shares between the joint owners (unless there is evidence that they own an unequal share).

If the adult is the legal owner of a property, but they do not have rights to any proceeds from the sale (i.e. they are not the beneficial owner), then we will not treat the property as capital. This is subject to the deprivation rule (see section 5.10)

In all circumstances, if there is doubt as to the true ownership of capital, then we will request evidence. In cases where a bank account is in joint names only for ease of administration of the adult's money, all of the capital in that account will be treated as being owned by the adult.

5.5.3 Determining the value of the capital

The adult or their representative is responsible for providing accurate information on the amount and types of capital they hold. In some cases, we can determine the value of capital by checking with National Savings and Investments (NS&I), or by checking property prices online.

Capital which is not immediately available to the adult, for example National Savings Bank investment accounts, will be taken into account at its face value. The amount included in the financial assessment may need to be adjusted when the capital becomes available or where the value is confirmed. If the adult chooses not to realise the capital (i.e. they reinvest it), the value will be reassessed at regular intervals, usually annually.

If the value of the capital is not immediately obvious, we will value it based on either the current market value, or the surrender value of the property (whichever is highest) minus –

⁴ Care and Support Statutory guidance, Annex B – Treatment of capital

- 10% of the value if there are actual expenses involved in selling the asset, and
- any outstanding debts secured against the asset (for example a mortgage).

If there is a valuation dispute, we will seek a precise valuation from a professional valuer except where it is clear that the value will not take the total value of their capital above the upper capital threshold. It will not be necessary to obtain a precise valuation if the adult and the council agree that the net value of the capital exceeds the upper capital limit, or falls below the lower capital limit.

We will follow statutory guidance⁵ on how to deal with assets held abroad.

5.6 Income and Expenses

5.6.1 Determining which income to assess

We will follow statutory guidance⁶ which provides information on types of income that should be:

- treated as capital instead of as income, or
- be included in full in the financial assessment, or
- be partially disregarded, or
- be fully disregarded, or
- be disregarded for a fixed period of time.

Where an adult is in a care home and has a spouse or civil partner who is not living in the same care home and is paying half of the value of their occupational pension, personal pension or retirement annuity to their spouse or civil partner, the council will disregard this payment. The council can only disregard 50%. Advice will be given to the adult to confirm that if the spouse or civil partner is on means-tested benefits; their benefit entitlement will be affected by this payment. This allowance does not apply to state retirement pensions.

We will help the adult maximise their income by highlighting any benefits they are eligible to claim. All eligible benefits can be included in the adult's financial assessment. See 5.8 Notional Income and Capital for more information on how the council treats potential income as notional income.

5.6.2 Allowances in financial assessments

Apart from allowances made in respect of protected income (see 5.9.3 below), we will make some allowances based on the adult's circumstances. Broadly, there are two types of allowances we can make:

Housing costs (for adults living in the community)

Some household costs that the adult incurs can be allowed in the financial assessment. Examples are:

- Council Tax that they pay (i.e. Council Tax net of Council Tax Reduction)
- Rent (net of any Housing Benefit). If the adult lives in a communal setting and has lighting or heating included in rental charges, these elements are not allowed for as they form part of normal daily living costs
- Mortgage repayments
- Service charges
- Ground rent

Housing costs (for adults in residential care)

The same housing costs above can be allowed for adults in residential care. In addition, we will allow nominal gas / electric costs if the property is left vacant. For long term placements, we allow housing costs for the first 6 weeks of the placement. For short term placements, we allow housing costs for the duration of the placement.

⁵ Care and Support Statutory guidance, Annex B – Treatment of capital, Paragraphs 20 to 22

⁶ Care and Support Statutory guidance, Annex C – Treatment of income

Housing costs that we allow are reduced if the property is occupied by a non-dependent. The amount allowed will be the cost divided by the number of non-dependent adults living in the property.

If the adult owns the property and it is left vacant after they enter residential care, housing costs can continue to be allowed after the first 6 weeks if requested by the adult. If the adult does not own the property, it is assumed that the property should be vacated and so further housing costs will not normally be allowed.

Disability Related Expenses

A disability related expense (DRE) is an expense that the service user incurs as a result of having a disability. Whilst there is not a defined list of these, statutory guidance does provide some examples. Generally, expenses that are considered to be normal costs of daily living will not be considered as a disability expense. Expenses will also not normally be allowed if the council is already meeting the particular need of the adult that the expense relates to.

If the adult claims expenses of more than £20 per week, then this will trigger a review by a senior team member to ensure fairness and consistency.

When a full DRE assessment is done, the way expenses are calculated differs depending on the nature of the expense. This is explained below:

- **Regular ongoing costs** – these costs are converted to weekly amounts, and usually allowed in full. Some expenses may be capped if cheaper alternatives are available to the adult.
- **One-off equipment purchases** – these costs are allowed over the expected lifetime of the equipment. For example, if a piece of equipment is expected to last one year, we will spread the allowance we make in the assessment over one year (52 weeks). Therefore, if the cost of the equipment was £520, the council would allow £10 per week in the financial assessment ($£520 \div 52 \text{ weeks} = £10 \text{ per week}$). If cheaper alternatives are available, the council will only make an allowance for the lower cost.
- **Extra heating costs** – Normal gas and electricity usage is not considered a disability related expense in a financial assessment as these are normal costs of living. If the adult has high heating costs because of a disability, the council will make an allowance for the extra cost. This is worked out by comparing the adult's annual gas / electricity costs, and comparing with the average for that type of property. The difference between the two will be allowed in equal weekly amounts. If there is more than one adult receiving care living in the same property, the excess amount is shared equally between each adult. If the adult has a cheaper tariff available to them, the council will calculate the excess based on the cheaper tariff and not on what the adult is paying.
- **Extra water costs** – normal water charges are not considered to be disability related as they are normal costs of living. If the adult has a metered connection and has high water charges because of a disability, the council will make an allowance for the difference between what they pay and the average cost.
- **Future costs** – the council will not make an allowance for any future costs (items or services that have not yet been paid for) unless there are exceptional circumstances that warrant making such an allowance. These costs will only be allowed as part of the appeals process.

5.7 Light touch financial assessments

Conducting a light touch financial assessment usually involves gathering data from various different sources, such as from the DWP. If there is sufficient information available from these sources, then this information is put together to calculate a light touch financial assessment. Light touch financial assessments are calculated in the same way as a full financial assessment.

Usually, a light-touch financial assessment will be possible if:

- the adult has already told the council that they have more capital than the upper capital limit
- the adult does not have recourse to public funds
- the adult is in receipt of means-tested benefits.

Apart from the DWP, other sources of information that the council can use are shown below. This list is not exhaustive and other sources may be used from time to time.

- Housing department
- Housing benefits and council tax records
- Electoral register (open version only)
- HM Land Registry
- Any previous financial assessments or social care records

When a light touch assessment has been completed, the council will let the adult know that they can request a full financial assessment at any time. There are evidence requirements for a full financial assessment and the adult will need to provide evidence to support the whole length of their claim (i.e. backdated evidence if the adult asks for a backdated financial assessment).

The council does not have any right to approach banking institutions, investment firms or private / work pension providers for information to complete a light touch assessment. Therefore, if the adult does not get a means-tested benefit, the likelihood of the council being able to complete a light touch assessment is reduced.

5.8 Notional income and capital

We will consider notional income or capital when conducting financial assessments. These may include:

- income that is due, but has not been received;
- income or capital available on application;
- income or capital the individual has deliberately deprived themselves of to reduce the amount they are liable to pay for their care (see section 5.10);
- a person of retirement age has a pension plan, but has not purchased an annuity or arranged a draw down of the maximum annuity that would be available.

We will not treat the following sources of income as notional income –

Figure 1⁷

- | |
|---|
| <ul style="list-style-type: none"> A. Income payable under a discretionary trust, B. Income payable under a trust derived from a payment made as a result of a personal injury where the income would be available but has not yet been applied for, C. Income from capital resulting from an award of damages for personal injury that is administered by a court, D. Occupational pension which is not being paid because: <ul style="list-style-type: none"> (i) The trustees or managers of the scheme have suspended or ceased payments due to an insufficiency of resources; or (ii) The trustees or managers of the scheme have insufficient resources available to them to meet the scheme's liabilities in full. E. Working Tax credit |
|---|

Notional income is treated as if it were actual income. Notional income will be calculated from the date it could be expected to be acquired if an application were made. If we include notional capital in the adult's financial assessment, we will reduce the sum of the notional capital weekly, by the difference between the weekly:

- charge the adult is paying for their care, and
- the rate the adult would have paid if the notional income were not applied.

We follow statutory guidance on the treatment of capital. Examples⁸ of how we will treat notional capital and income are outlined below:

Example of notional income

⁷ Care and Support Statutory guidance, Annex C – Treatment of income

⁸ Care and Support Statutory guidance, Annex C – Notional income

Andrew is 70 and is living in a care home. He has not been receiving his occupational pension to which he would have been entitled to from age 65. After contacting his former employer, they state Andrew will be paid the entire pension due from age 65. The local authority can therefore apply notional income from age 65.

Example of notional capital

Hayley is receiving care and support in a care home. She is assessed as having notional capital of £20,000 plus actual capital of £6,000. This means her assets are above the upper capital limit and she needs to pay the full cost of her care and support at £400 per week.

The notional capital should therefore be reduced by the difference between the sum Hayley is paying (£400) and would have paid without the notional capital (£100).

If she did not have the notional capital it would not affect her ability to pay. This is as she has an income of £120.40 and a personal allowance of £24.40 per week and would therefore be assessed as being able to pay £100.

5.9 Deprivation of assets and savings

If the adult claims that they no longer have an asset or income they must demonstrate that they no longer have ownership of the asset. When considering whether the adult deliberately deprived themselves of the asset, we will consider the following –

Figure 2

Deprivation of assets	Deprivation of income
<ul style="list-style-type: none"> ▪ Was avoiding charges for receiving care and support a significant motivation? ▪ Did the individual have a reasonable expectation of having to contribute to the costs of their care and support? ▪ Does the timing of the disposal raise suspicions? 	<ul style="list-style-type: none"> ▪ Was the income in fact the individuals? ▪ What was the purpose of the disposal? ▪ Does the timing of the disposal raise suspicions?

If we suspect that the individual has deliberately deprived themselves of assets we will investigate further. We may charge the adult as if they still possessed the asset, or seek to recover the debt from the third party who benefited from the transaction. The third party will be liable to pay the difference between what we would have charged had deprivation not occurred, and what we did charge.

If the adult has converted the capital into another asset of lesser value, we will treat them as notionally possessing the difference between the value of the new resource, and the asset they deprived themselves of.

5.10 Determining the adult's financial contribution to their care costs

5.10.1 Capital limits

For financial assessment purposes, there are two capital limits. There is an upper capital limit and a lower capital limit. In the financial assessment, these are treated as follows:

- If the adult has more than the upper capital limit they must pay for the services in full,
- If the adult has less than the lower capital limit then capital will not make any difference in the outcome of the financial assessment (i.e. the capital is disregarded),
- If the adult has capital between the lower and upper limit, the tariff income rule will apply (see 5.11.2).

If the adult's capital exceeds the upper capital limit and they ask us to make arrangements to meet their needs, we will charge them towards the cost of putting the arrangements in place. This administrative charge does not apply to care home placements. See section 5.3.3 for more information on this charge.

5.10.2 Tariff income rule

Tariff Income is a notional income which is added to income from other sources before working out the weekly charge. Tariff Income is meant to represent an amount a resident with capital over a certain limit should pay towards their care, not the interest earning capacity of that capital.

It is calculated by taking the actual amount of capital the service user has, then deducting the value of the lower capital limit and dividing the result by 250. The final result is then rounded up to the nearest £1.

Example of tariff income

Nora has £16,455 and the lower capital limit is £14,250; their tariff income would be £9. The calculation is shown below:

- $£16,455 - £14,250 = £2,205$
- $£2,205 \div 250 = £8.82$
- $£8.82$ rounded up to nearest £1 = £9

5.10.3 Protected Income

When assessing how much the adult can contribute towards the costs of their care and support, we will leave the adult with a minimum protected amount to spend as they choose. The amount of protected income is set by the government.

Personal Expenses Allowance (PEA) for adults who reside in care homes

The PEA rate is determined by the Department of Health and communicated in documents called Local Authority Circulars⁹. The amount of PEA is set, but may be adjusted in certain circumstances. We follow statutory guidance¹⁰ on how to treat and adjust PEA in financial assessments.

Minimum Income Guarantee (MIG) for adults whose needs are being met outside a care home

MIG rates are determined by the Department of Health and communicated in documents called Local Authority Circulars. There are a number of different rates that will be applied, depending on the adults' circumstances. The Local Authority circular tells councils how to work out the amount of MIG to allow in financial assessments.

Disposable Income Allowance (DIA)

This allowance applies where there is a deferred payment agreement in place to pay for care home fees (see 5.10.5 for more information on deferred payment agreements and eligibility criteria). The adult can choose to retain up to £144 per week from their income.

5.10.4 'No charge' rule

We will not charge where the outcome of a financial assessment means that the adult should pay less than £5 per week.

Example of the No Charge rule

⁹ Local authority circulars can be found at:

<https://www.gov.uk/government/collections/local-authority-circulars>

¹⁰ Care and Support Statutory guidance – Annex C

Sophie has had a financial assessment to determine how much she should contribute towards her care. The outcome of the assessment means that she has been assessed to pay £4.78 per week. As this amount is lower than £5 per week, she will not be charged.

In the following year, Sophie has a financial reassessment. The outcome of that assessment is that she is assessed to pay £5.52 per week. As this amount is higher than the £5 limit, she will be charged £5.52 per week.

5.10.5 Payment options

Adults can choose to pay their contribution using a range of methods (including swipe cards, cheques etc.). The preferred method of payment is Direct Debit.

In some circumstances, the adult can defer their charges to pay for care home fees. This is called a Deferred Payment Agreement. See the Deferred Payment Agreement Policy for more information on deferred payments.

5.10.6 Backdated contributions

We will usually aim to complete financial assessments within 10 working days. It may take significantly longer to complete a financial assessment. For example:

- there have been delays determining the value of the adult's capital,
- we have had to apply to the Court of Protection to address capacity concerns,
- the adult delayed providing the required evidence.

Where we have been unable to establish the adult's contribution in a timely fashion, in most cases we will backdate the adult's contributions to the date we would otherwise have charged

5.11 Financial assessment outcomes

We will provide the adult (and where appropriate also their advocate, appropriate individual, or other nominated parties) with a copy of their financial assessment within 10 working days of its completion. We will also clearly communicate:

- how the assessment has been carried out,
- the amount that the adult must contribute, and how often,
- the reasons behind any fluctuations in their payments (if relevant).

6 Mental Capacity

If the adult lacks mental capacity, they may still be assessed as being able to contribute towards their care. Where possible, we will work with someone who has the legal authority to make financial decisions on behalf of the adult who lacks capacity.

If there is no such person, we will recommend that an application is made for either a DWP Appointeeship or a Court of Protection appointed Deputy. In some cases it could be the Council that acts in one or both of these capacities.

See section **5.11.6** for information on backdating assessed contributions if we cannot complete a financial assessment straight away.

7. Reviews

We will review the adult's financial assessment at least annually, or

- in response to changing circumstances (for instance the adult inherits significant capital, or they no longer have a dependent child),
- if the adult requests a review.

8. Debt Recovery

If the adult has accrued a debt for care fees, we will consider County Court proceedings to recover the debt if all other reasonable avenues have been explored.

Other reasonable avenues could include the use of securing the debt against the adult's property if they own it, by utilising the deferred payment scheme.

All efforts to recover the debt will be guided by *Appendix D: Annex D - Recovery of debts*.

Southwark Council will give adults 28 days to pay any invoices or statements of account presented to them. If these invoices are not paid (and are not under dispute), then the adult will be sent a reminder letter or will be phoned by a council debt officer. Debts still outstanding after a further 14 days will be referred for legal action.

9. Appeals and complaints

If the adult has concerns that their contribution is too high, we will advise them of their right of appeal, and provide them with information and advice on our appeals process (including which forms and supporting documentation must be submitted in order to process the appeal).

Appeals will be administered by a senior officer within the team as a review. Following careful consideration of the adult's submission, they will make a recommendation on the outcome of the review.

If the adult disagrees with the outcome of the senior officer's review, then they can request that a manager looks at the case again.

If the adult is still unhappy following a review by the manager, we will direct them to Southwark Council's Complaints policy. Complaints are subject to the procedure as set out in The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009.

10. Related Policies

This policy should be read alongside the following documents -

- Top up Guidance
- Deferred Payments Agreement Policy

Document control

Approval date		Last amended	
Last reviewed		Version	3.0
Scheduled review date			

Consultation report

The council set out six proposals for changes to the existing charging policy for adult social care in a consultation document which was shared through a number of channels which was proportionate to the limited scale of the changes proposed.

The questions we asked were around:

- Simplifying the FCP to make our approaches to residential and non-residential financial assessments clearer.
- Increasing the minimum contribution from £3 to £5
- Replacing the direct debit discount scheme
- Specifying a charge of £200 for the council to arrange care for full cost clients assessed for non-residential care excluding alarms
- Using light touch assessments or flat rate charges
- Promote deferred payment agreements and charges on property
- Place a cap on DRE (disability related expenditure)

The channels we used for engagement were:

- An online consultation via the council's consultation hub
- Invitations to 30 community organisations and advocacy groups to engage
- Call to action via Communities Southwark and the Forum for Equalities and Human Rights
- Paper questionnaires sent out to community organisations on request
- An article in Southwark Life, posted to every household in the borough
- An open invitation to engage in person or the phone with any interested parties
- Letters to service users who would be most directly affected by the changes
- Offer of drop in sessions for service users and carers at local day centres
- A question and answer session with members and staff of the Southwark Pensioners Action Group (SPAG)

Summary of responses:

Online consultation:

16 responses

The council's default consultation approach is supported by the consultation hub which is an online portal which collates responses and offers the opportunity to analyse the outputs. All comments made in the consultation have been included verbatim in this report.

Paper Questionnaires

10 responses

These were available on request, and were circulated to SDA and SPAG.

Letters to full cost service users:

0 responses

The council sent out 117 letters to service users or their financial representatives who may have been required to pay an administrative charge. This was based on those with significant weekly packages of non residential care. These letters were sent in December. Only one person responded to the letter by calling the number provider and they were no longer receiving services.

Responses from organisations:

3 organisations engaged

Of the organisations that were contacted by the council to engage we received responses from Bede House who completed one of the online surveys, from Southwark Disablement Association (SDA) who agreed to print paper questionnaires for their members and return them, and from SPAG who requested paper questionnaires be posted to them. They also requested a question and answer session with their members to engage with the consultation in more detail in January.

Communities Southwark and the Forum for Equalities and human rights both shared information about the consultations with members of their groups in November, but it is not clear that this resulted in significant engagement from third sector providers or advocacy groups in addition to those already contacted.

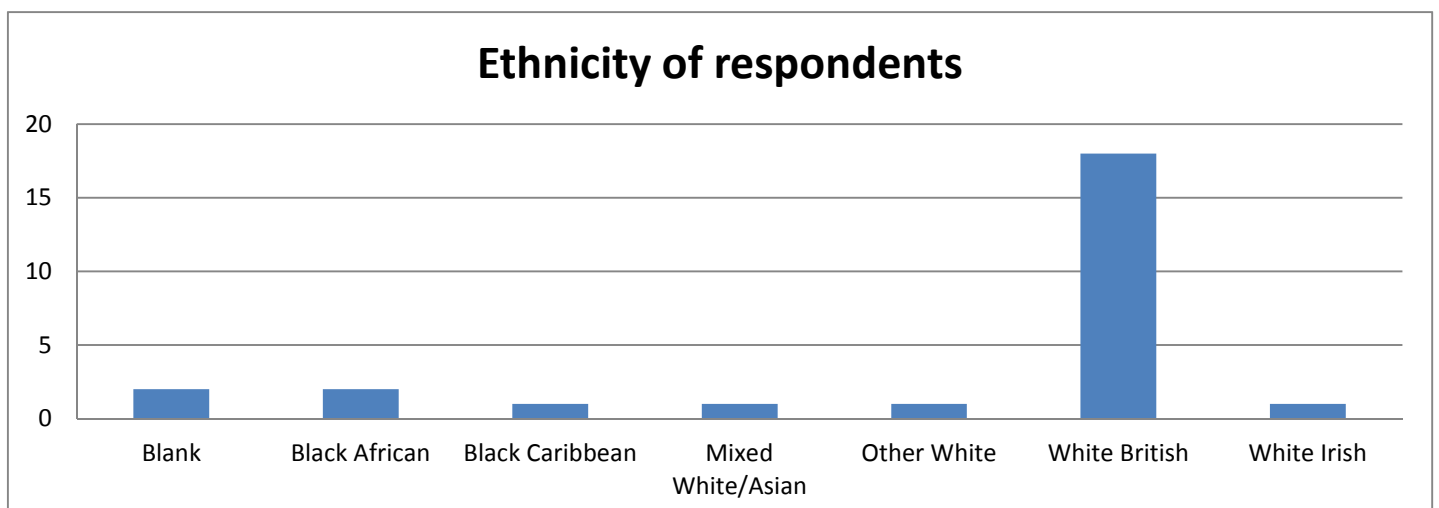
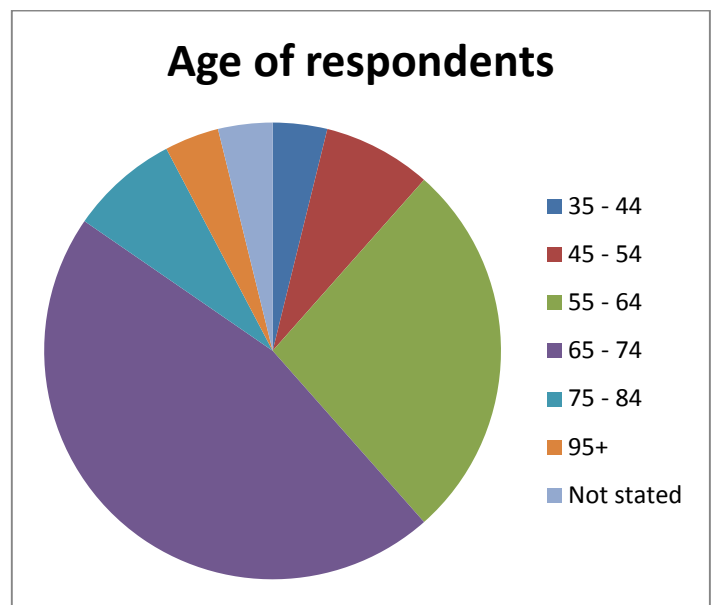
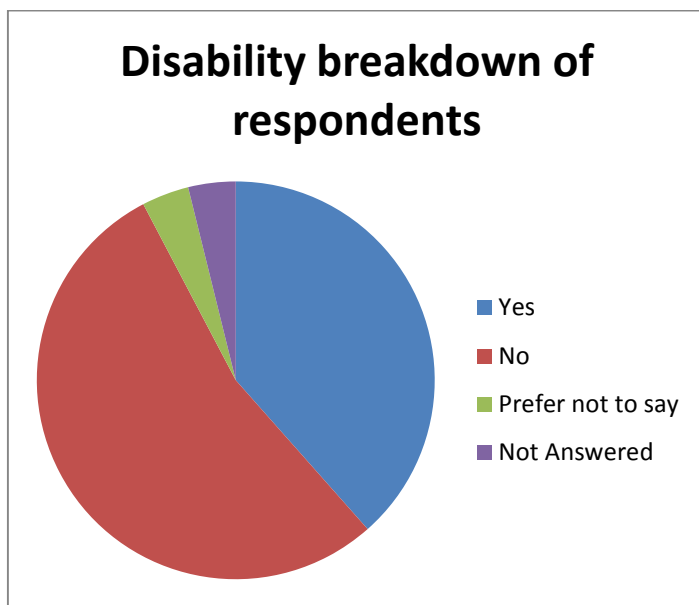
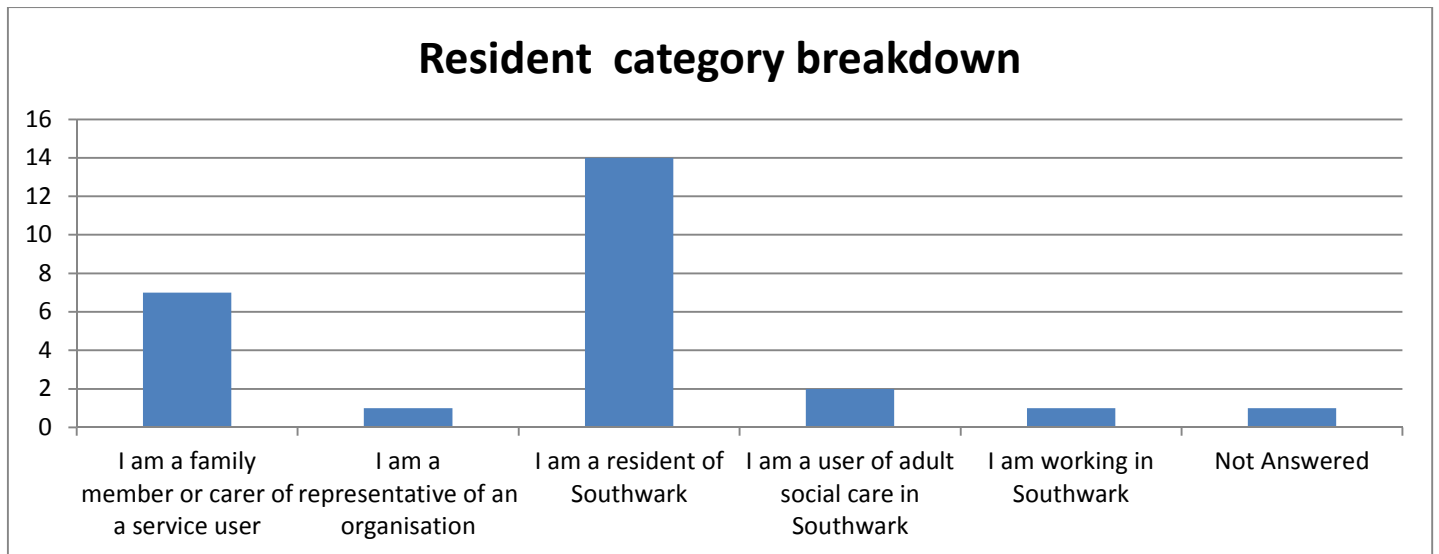
Question and answer session with Southwark Pensioners Action Group (SPAG)

18 members and staff took part

The question and answer session offered a valuable opportunity to explore the consultation and related issues around financial assessments, charging and the collection of contributions. The attendees were able to offer insights as older people, service users, people with disabilities and as family and carers for services users. This enabled us to explore some of the queries that they had and provide additional information. Communications and the material available to service users and families was a recurring theme, with members expressing a wish to speak to people face to face to complete assessments and resolve queries. Difficulty accessing online services, the additional challenges for those with disabilities to access information, and the danger of fraud were also raised by a number of people. The audience asked a range of challenging questions including around government and NHS funding, and the role of the Better Care Fund, but was good natured with a positive focus. Those representing the council committed to engaging with the SPAG to develop more accessible materials to support the changes that are being proposed, and explore providing additional opportunities for face to face meetings through the drop in sessions and surgeries.

In both the written / online submissions and the face to face meetings, there was some awareness of the national issues around funding for social care, and recognition that the Council is following national policies.

Demographic of responders:



Simplifying the Fairer Contributions Policy

The first question set out in the consultation document was put clear and concise communications at the heart of the councils approach to charging for adult social care. We said that:

We want to make our policy, and roles and responsibilities as simple as possible including how they will have to contribute financially whether they are at home or in a care home and presenting this in a clear and concise way.

What the consultation told us:

When reviewing the limited results of the online and paper surveys it was clear that people supported simplifying the policy with 73% of respondents finding it helpful or very helpful and the remaining respondents stating it was neither helpful nor unhelpful.

What was clearer from the analysis of the comments provided and the discussions with members of the SPAG was that it was not only important for the policy to be clear but that there was a need for additional communications materials in plain English be available to service users and their families to support the policy. Even in the consultation materials where efforts had been made to make them accessible those we spoke to told us that they found the language difficult to understand, and not accessible enough. People also felt that the option for home visits should be available in some circumstances to provide additional support.

Online and paper questionnaires comments:

Clearer guidance would helpful, but only accompanied by national change to ensure social care provision is improved and funded by national government through effective taxation.
In the script above 'they' refers back to policy, roles and responsibilities, whereas I think you mean 'clients'? I don't see how 'unhelpful' could be relevant here.
We are fully self-funding so it's not relevant to us how the Council sets out its rules, but in general terms I support the aims of this work for the benefit of others.
Parents/ Carers often approach our service for support in filling out official documents and going through new procedures. It would be helpful for Bede to have guidance notes/ advice on what information is relevant.
As people get older their ability to comprehend policies often diminishes. The simplest formula would be the best. Help with accessing all the elderly are entitled to would also be useful.
Already 2017 and any related costs were not outlined upfront whilst family member waited for treatment that would have been co-ordinated by social care services. There were several missed opportunities, and the long waiting times prolonged the crisis.
A clear accessible approach is vital given how complex an area this is. This form was very confusing and a 2 hour session with HELPFUL council officers was helpful / essential. Personal visits to those who use it by well trained and sensitive staff essential.
I have recently been thinking of where to live, how or who will look after me if I need supporting, how to achieve this financially and what options there are.
I am retired, aged 73, but in general good health and do not need any help.
Need for home visits to be assessed on case by case judgement and overcome client vulnerabilities. eg hearing problems, not being on the net etc. needing extra support if dementia problem or mental health issues. Also sign posting to relevant areas of support.
Not clear what is proposed, no details.
I don't think the poor or elderly should really pay for their care, it should be down to the government to pay, these people work very hard when they were young.

Increasing the number of people who pay nothing for their care

The second question we asked was around the minimum weekly contribution that the council will collect from a service user. The 2016 policy set out that any one who was assessed to pay less than £3 per week would be rounded down to zero.

The council is proposing to increase this level so that anyone assessed to contribute less than £5 per week will not have to make a contribution.

What the consultation told us:

Those who responded to the online and paper surveys were clearly in favour of increasing the nil charge threshold with 77% of those who responded with agreeing or strongly agreeing with this approach and less than 10% disagreeing.

The comments from service users and the discussions we had with members of SPAG covered similar themes including the opportunity to increase the no charge threshold to a higher level than £5 with £8 and even £10 suggested. A number of people raised that for those on low incomes; even a charge of between £5 and £10 per week was significant.

When discussing this in more detail with SPAG they appreciated that increasing this to more than £5 would have significant financial consequences for the council which relies on the income from charging for adult social care to enable it to provide adult social care to their residents.

A number of people also stated that they thought adult social care should be free on principle and paid for by the government.

Online and paper questionnaires comments:

Can only judge this if I knew what difference it would make to the client not to have to pay the £5. Surely though it would be helpful to the Council's finances to have this money, however minimal?
I also think that anybody over 90 regardless of ability to pay should be given a free service.
It's fine as long the user can afford it, five pounds is a lot to someone on Universal Credit.
To avoid to having to readjust the amount very soon with all the administrative costs it will be more beneficial to increase to £10.
Increase it to £8 per week. in principle the provision should be free at point of need, but I recognise the financial pressures the council is under.
It appears that any administrative cost for any amount £5 or under will outweigh the benefit to the council and it also helps people who are the most vulnerable.
At less than £5 per week, the administrative cost of collecting the contribution would be more than the contribution itself. This may also make the contribution pointless at a higher charges eg £10 per week.
Cap possible £10 per week.
Seems reasonable.
Because it is not fair.

Improving the direct debit discount scheme

A direct debit discount scheme was introduced as part of the previous policy, but it has not encouraged as many people as hoped to pay using direct debits.

The council would like your ideas on what would encourage you to pay via a direct debit.

What the consultation told us:

The subject of direct debits provided a range of views from respondents which can be seen below. Many people stated that they would be in favour of direct debits if there was more information available and a more adaptable system than was currently in place.

When discussing this with the SPAG fraud and lack of access to online services was raised as a significant barrier to the use of direct debits as a default option for collecting adult social care financial contributions. They also raised concerns with the governments approach to 'force everything online' when lots of older people either cannot get online, or do not want to complete financial activities online due to the fear of fraud. They also stated that they wanted the opportunity for face to face discussions and home visits as part of a complete assessment process.

When discussing this with the SPAG, we explained that direct debits formed one of a range of payments options, and recognised that accessible offline communications materials would help service users and their families understand what options are available to them.

Through all the discussions no overall preference was indicated as to a preferred incentive, although a clear preference for improving the communications around payments and payments options was articulated.

Online and paper questionnaires comments:

If there was an easy form to set it up, and some help with that. For direct debits not having to be renewed every year.

I can't recall a direct debit option being offered when my mum received home care. I'm sure we would have gone with it had it been offered....so just make sure it is.

Making it compulsory! Surely all who pay have a bank account into which pensions and benefits are paid.

When my husband was at Bluegrove House, we paid the fees by standing order and Anchor wanted to change it to direct debit. I think Anchor's motivation was that the amount of money of a direct debit can be increased and I imagine that is exactly the reason why people are against using direct debits, because they have no control over the amount debited. Care fees can be increased by any amount, at any time and for any reason. If you can provide contractual reassurance about how much fees can be raised by, how often and for what reason, that might help.

I would have thought more people would prefer direct debit! There does appear a degree of resentment over this charge from parents/ carers and they may want to pay at the last possible moment. Perhaps the Council should invest a little more time in client reviews going through the reasons of charging and the benefits in budgeting through DD.

Many elderly people do not really understand DD system anyway but certainly agree that - for the benefit of Council costs - some incentivisation should exist ...but be honest that it is for your benefit not theirs.

I wasn't told about this when I started paying contributions on behalf of my daughter. I pay by standing order but I might have paid by direct debit if I had know there was a discount. OTOH the charging department appears so chaotic that I might have felt it wasn't safe to pay by DD

even if it were cheaper
Sort out previous overpayment
You have to remember that if there are not enough funds to make a payment then there are charges, £25 at my bank.
Our parents are currently paying by direct debit which we have arranged on their behalf. We are happy that they are benefitting from the 5% discount, however we do not feel that there is enough clear, easily accessible information on how the system works. We have ongoing queries regarding how and when this regular direct debit is looked at in terms of cancelled visits by us, missed visits by the care agency or changes to the level of care required. As far as we can ascertain, July and September are involved as key dates, but we are still unclear exactly what happens and when. We are provided with total amounts to be paid and have had to have lengthy discussions regarding incorrect invoicing and no detailed breakdown of the amounts in question.
Stick to Standing orders and other methods of payment while offering direct debit and hope over time people will choose the latter. Because you need to encourage Direct Debits it is obvious that a majority of you service users don't like this method of payment, so why continue to waste your time and resources pushing the idea.
Disabled People do are either not in a Position to fill out the forms with regard to direct debit or unable to go to the bank. There is a Need for social Workers or council Workers to go to see These People in Person with the forms and help in filling out / Posting the forms.
Some visits would be advisable for sorting out direct debits and finance. It could result in a more effective collection of revenue. If I needed the service, I probably would pay direct debit online.
People of our age are very reluctant to divulge the bank details over the phone. or online. Too many frauds. One visit to the house of the person who needs care to be arranged and all the options of payment would be more beneficial. A payment card like your rent card to pay at the post office.
Forms must be completed in person - offer points (or home visits) where forms could be completed.
Keep social care at least local.
Publicise saving for paying via direct debit.
In my opinion paying by direct debit is a good idea as it is simple, ensures that i pay what i need to pay when it is due and get a discount for doing so.
If I needed help and could easily pay by direct debit which i already use for other payments.
Direct debit should be retained plus other options more under friendly eg payment cards at post office / news agent.
Personally happy with DD.
Well this sounds reasonable.

Charges for full cost clients

The Care Act states that where someone can afford to pay the full cost of their care, a local authority can charge them a reasonable fee for arranging their care. This was agreed as part of our previous policy but this did not identify the cost that would be charged or the frequency.

As part of the councils aim to be open and honest we proposed to include the amount in the revised policy. Based on what other councils charge, and the costs to the council we proposed that this was set at £200 per year.

What the consultation told us:

Of those who responded to the questionnaire 20% agreed or strongly agreed with the proposals compared to 27% who disagreed or strongly disagreed, with more than 50% not having a view or not answering. The responses around the level of the fee were similarly inconclusive. 31% of those who responded felt that the charge seemed reasonable and 23% felt the charge was too much.

The detailed feedback below and discussion with SPAG indicated that people were not against these charges in principle, although some people reiterated their view that care should be paid for by central government and should not be means tested. One of the areas for development for the council was around the communications available to self funders so they are clear what local options are available where self funders would like to arrange their own care. One of the requests was that this charge should only be implemented where there was a significant change in a persons care package, rather than as a recurring annual fee.

The council wrote to all self funders who were likely to be affected by this, or their financial representatives with an invitation to engage via phone or online, but only received one response. This was from a person who was no longer receiving services and did not express a view on these charges.

Online and paper questionnaires comments:

It depends if the client can afford this without going hungry or unable to pay bills.
Adult social care should be provided as a human right. Costs of social care are already prohibitive and an additional levy on arranging care is not in line with the approach taken in our country with regard healthcare - I believe health and social care should be integrated. Introducing an arrangement fee at a time which is already stressful and expensive for individuals and families seems churlish.
Not clear what this 'fee for arranging' means. Is it something separate from the cost of the care itself? I feel it must be, because £200 a year for care is surely ridiculously low.
As a self-funder, I arranged the care myself so didn't have any help from the Council. I was not offered any help from the Council. It would depend on what 'arranging the care' involved as to whether that fee is reasonable or not. Is it a one-off fee for arranging the care? £200 a year sounds like it's an annual fee but why would you need to charge an annual fee?
If the charge for this is up to £200 on top of the contribution I do think this is excessive. When something has been set up I would have thought there is minimal admin costs?
This is profiteering from people's age & distress. If it is necessary because of Govt. austerity measures be sure to emphasise that to all those caught in the trap
Should be set at cost. it shouldn't be a subjective matter. If someone has the means to pay, they should pay
This is the first we have heard of this policy in Southwark or elsewhere. We are struggling to see when you would apply this policy. In our experience when our parents have been discharged from hospital we have automatically been put on the social services 'train'. Their care needs have been assessed and services put in place all before anyone has mentioned financial assessment or indeed the option to go 'private'. To be charged an additional arrangement fee for something we feel we were given no choice about in the first place seems extremely unfair.
What is included in the 200 GBP??? Why a charge at all?
Although £200 is not an enormous amount, I do not think it is reasonable when those are the service users who will be paying for their domiciliary care in full.
This £200 is reasonable if it is a one off payment when the first care package is arranged. No other payment, only when there is an addition to the care package. Also to choose yourself, to shop around for the care package, you need to make it easy by publishing the list of different providers,

relieving work for the council.
Position needs to be very clearly outlined. What if the people don't want the council to arrange? Much bigger issue is the quality of care being delivered to vulnerable people. Essential that patients and their supporters / advocates are given copies of their discharge notes. Who is legally responsible for what (NHS/LBS) needs to be clearly stated. Very complex especially where mental health conditions exist.
This is a good idea as the council will ensure that professional organisations is used and any issues that may arise are appropriately dealt with. People paying for their own care have worked and saved hard and that they have to pay when others don't is unfair.
If as suggested that this is the 'going rate' - but i disagree with charging people for social care which is penalising people for having poor health. Do their disability payments include this fee?
Seems reasonable for people with capital or adequate income.
Needs more information. See page 6. How affordable is this to the individual? why should someone have to pay this when paying fully for their care? Better if charge (under £200) if major change to care package.

Reducing unnecessary financial assessments

This question was around the tools that the council can use to minimise financial assessments where service users do not engage, or where the value of the services and associated charges would be low.

The council would like to review the use of flat rate charges and light touch assessments.

For example, this means that if a service user only requires a community alarm (£5.75 per week) the council will assess them based on the benefits they already receive and then inform them of the outcome. This means that residents will not have to fill out any additional paper work or provide further personal details. This would reduce paperwork for residents and for the council and service users will still be able to complete a full assessment if they choose to.

What the consultation told us:

Those who responded to this question were mostly in favour of the recommendation to minimise unnecessary financial assessments with 70% agreeing, although as with some of the other questions people queried what this would mean in practice.

In the session with SPAG we were able to provide some examples of what this would look like. We recognised that this was one of the more technical questions that is difficult to convey in a static document such as an online or paper questionnaire. People were broadly in agreement, although they asked if there were other options for paying for the alarm service, and people wanted increased engagement from the SMART team including reviews to see whether people were still using the alarm service and whether they needed it if they would have to pay for it.

Online and paper questionnaires comments:

I don't really understand your explanation above, but reducing the number of assessments seems like a good idea all round.
Ideally this service should be free and based on need/
Flat rate charges for alarm seems reasonable to me as long as there is some assistance for people who find it too expensive.
Smart team need to review usage and effectiveness of these. NHS should pay for this and other

services to prevent people coking to hospital. Another confusing question.
I am not familiar with this service neither do i receive benefits so do not really know how this impacts those who do.
Get NHS to provide alarms as health prevention initiative (free of charge), courtesy of prime ministers pledge to increase NHS funding in 2020.
Seems a lot to pay for may who will not be able to use it. Perhaps reassess after a year

Deferred payments and charges on properties

The council would like to promote deferred payment agreements and placing charges on property, this will give service users and their families more control over how they use their assets.

We already have this power; but few people take up this service and it is not currently clear to residents when it would be suitable, or when the council will pursue this route of income collection. Promoting this service could also support people worried about selling their homes, or running up high levels of debt.

What the consultation told us:

More than 60% of online and paper respondents were in favour of extending the use of deferred payment agreements and charges on properties and viewed it as an option that would offer home owners control on how they managed contributions towards their care.

As with other areas, a lack of available information in this area was a cause for frustration for respondents especially where that information was only available online. People also raised the need to have face to face discussions around such significant decisions.

Online and paper questionnaires comments:

I tried & tried to contact the deferred payments dept to no avail. Nobody got back to me. I was told one time that there was no dept, just one person. We were lucky in that Mum had just about enough money to pay for her care. Deferred payment MUST be offered as an option & the council has to ensure that this is delivered & managed in the proper manner with sufficient resources to do so. It was absolutely appalling that this option was not available 3 years ago when I thought we would need it. It also has to be offered as an option rather than service users and/or their carers having to seek it out themselves
Deferring payments to recoup costs from property assets may seem like an easy solution but when presented to people at a very stressful time of their lives (when social care is needing to be arranged), people are at risk of signing assets away without proper consideration or informed choice (e.g. exploration of whether costs can be covered under continuous care arrangements as another option). In addition as a point of principle, social care should be free at point of use and paid for nationally via effective taxation.
If the Council can afford this, and it relieves worries of service users, then it is a good idea.
The way I read this is that the Council currently has the right to put a charge on a property but doesn't use this power much and would like to do so - completely understandable for financial reasons.
I think this will encourage people to think of ways to avoid completely.
"Promoting this Service?" Again, this can only by done face to face.
I think it is a reasonable service to offer home owners.

Lots of information given to make a decision suitable for the person receiving care or their family.
i am not sure about promoting, but producing a comprehensive simple, and user friendly information of this will be very useful for the decision making by individuals.
This should be included on the new governments promise that nobody will have to sell their home to pay for care.
Sounds positive. Also to learn that equity in property becomes commensurate with any benefit outgoings.
Need to be able to access information without a computer.

Capping disability related expenditure

When you are assessed to contribute towards the cost of your adult social care, the Care Act allows a certain amount of Disability Related Expenditure or DRE to be added to the amount that you can keep on a weekly basis. This causes confusion with staff and service users as to what can be included within this allowance.

The council are proposing to introduce a maximum amount for all service users. This will be considered alongside other benefits and can still be adjusted to allow for individual circumstances in some cases.

What the consultation told us:

There was not a clear preference either in agreement or against this proposed change with 25% either agreeing or disagreeing, and 50% not expressing a view. The strongest 50% preference in relation to the level of cap for DRE was respondents who thought that it should continue to be determined on a case by case basis.

As indicated in the framing of the question in the consultation materials, what exactly constitutes a legitimate disability related expenditure DRE was subject to a lively debate when discussing this with the SPAG, and was highlighted in some of the comments received (below). As with all elements of the consultation, the online questionnaire included links to the Care Act and relevant supporting information, but this was not available to those completing the paper questionnaires. Given the volumes of information to be shared this would not have been practical on paper, and during discussions SPAG members stated that they would not have engaged with the paper questionnaires had they been any longer.

Despite the mixed results around quantifiable responses to this question, the approach to DRE seemed to elicit some of the strongest views with people passionate that those with disabilities should not be unfairly penalised and that their legitimate expenses should be considered on a case by case basis. Including the option for home visits for those not able to understand the implications and who required additional assistance due to their disability.

Online and paper questionnaires comments:

I don't know enough about this to comment
For some this wouldn't perhaps be enough, but I guess those clients would be dealt with as per the last phrase in your explanation above.
There are lots of gadgets that can help with dementia and other disabilities but they're all very expensive.
Cost needs to be consistent, realistic and understandable. If this will achieve this I am in favour of it
I think until there have been changes to PIP then it's not fair, many people who need the extra help aren't getting this extra money and the appeals process is long.
The Disable have been bashed enough already and have born the brunt of attacks on the rights and benefits a civilized country should provide. Southwark should avoid stressing them even more.
By definition disability related expenses varies with the individual so I think it should be assessed on a case by case basis.
A list of payments covered by this scheme and more information to make a choice of contribution.
Need to be clear and reasonable and this should not be capped.
i think the contribution should be on individual needs and assessment.
Needs to be properly assessed with home visits so costs can be dealt with on individual needs and explained clearly and emphatically.
Obvious disabled needs case by case.



BUDGET PROPOSAL EQUALITY ANALYSIS TEMPLATE

BUDGET PROPOSAL		Fairer Contributions Policy update			
EQUALITY ANALYSIS AUTHOR		George Roscoe			
STRATEGIC DIRECTOR:		David Quirke-Thornton			
DEPARTMENT		Client Finance and Personal Budgets	DIVISION		Children and Adult Services
PERIOD ANALYSIS UNDERTAKEN		April 2019 to January 2020			
DATE OF REVIEW (IF APPLICABLE)					
SIGN-OFF		POSITION		DATE	

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) within the Equality Act 2010, public authorities are required to have due regard to the aims of the general equality duty when making decisions, *including budget related decisions*.

We must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a “protected characteristic” and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The “protected characteristics” under the Act are: Age, Sex, Disability, Race Religion/Belief, Sexual Orientation, Gender Reassignment, Pregnancy and Maternity Marriage and Civil Partnerships¹

The Council also has a specific duty to publish information showing how it has met its duties under the Act.

An equality analysis should be completed in respect of key budget proposals where it is identified via screening that there is a significant risk of the decision having an adverse impact on equality groups sharing a “protected characteristic”.

¹ Only the “eliminate unlawful discrimination” duty applies to marriage and civil partnerships

Understanding the effect of the council's decisions 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 proposal is under consideration and when a decision is taken.
- We 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.
- We have sufficient information to understand all the potential effects of the proposal.
- We consciously consider the need to do the things set out in the aims of the general equality duty not only when a proposal is developed and decided upon, but when the decision is being implemented.

When carrying out the analysis:

- 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).
- Focus on understanding the effects of a proposal on equality and any actions needed as a result, not just the production of the document.
- Take a proportionate approach. In practice this means giving greater consideration to the Duty when a proposal has the potential to have a significant effect on discrimination or equality of opportunity, the public or employees, and less consideration when the effect on equality is slight.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Using insights from engagement with employees, service users and others can help provide evidence for equality analysis.

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.

Equality analysis should be reviewed after a sensible period of time to see if the effects that were expected have occurred. 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 an equality analysis.

Section 1: Description of budget proposal

Please provide full details of the budget proposal and the predicted saving

The following changes to our fairer contributions policy (FCP) are proposed –

- Simplify the FCP to make our approaches to residential and non-residential financial assessments clearer
- Increase the minimum contribution from £3 to £5
- Specify a charge of £200 for the council to arrange care for full cost clients assessed for non-residential care (excluding alarm only service users). The charge will apply to new service users and to all service users when there is a significant change to their care and support.
- Use light touch assessments for those receiving alarm services
- Promote deferred payment agreements and charges on property
- Introduce a review trigger for Disability Related Expenditure (DRE) claims over £20 per week from April 2021

Section 2: Overview of service users and key stakeholders consulted

Service users and stakeholders	
Key users of the department or service	<p>All adult service users who Adult Social Care (ASC) assesses as having eligible needs and whose needs we agree to meet through the provision of care and support.</p> <p>Carers are not charged for any services they receive and so are not directly affected by any proposed changes.</p> <p>The proposals will potentially impact on all ACS service users in receipt of a personal budget, in particular those:</p> <ul style="list-style-type: none"> • with sufficient weekly income to make a contribution following the financial assessment • Sufficient capital to make a contribution following financial assessment • Service users whose needs are being met outside of a care home
Key stakeholders who were/are involved in development of this budget proposal	<p>The proposals were promoted using a range of methods, including:</p> <ul style="list-style-type: none"> • An online consultation via the council's consultation hub • Invitations to 30 community organisations and advocacy groups to engage • Call to action via Communities Southwark and the Forum for Equalities and Human Rights • Paper questionnaires sent out to community organisations on request • An article in Southwark Life, posted to every household in the borough • An open invitation to engage in person or on the phone with any interested parties • A public meeting with the Southwark Pensioners Action Group • Letters to service users and financial representatives who would be most directly affected by the changes • Drop in sessions for service users and carers at local day centres

Section 3: 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 – Older people, young people etc

Potential impacts (positive and negative) of budget proposal

Increase the minimum contribution from £3 to £5

This change will take the following age groups out of charging.

Age Group	Number affected	Percentage of the total
18-64	13	33.3%
65-84	20	51.2%
85+	6	15.4%
Grand Total	39	

The total reduction in income will be c£7,800 per annum. Although there will be fewer adults charged for care resulting in lower income to the council, there will be a corresponding reduction of administrative tasks in means testing and managing debts.

Introducing an administrative charge of £200 for full cost non-residential care clients (excluding alarm only service users)

We are proposing introducing this administrative fee for the service users listed below:

- New service users responsible for the full cost of their care,
- Service users who stopped services in the past and then resume services, and who are responsible for the full cost of their care,
- Existing service users, who are responsible for the full cost of their care, but only when there is a significant change to their care and support (such as the set up of a new care package).

We are proposing to exempt the following service users from the administrative charge:

- Service users whose only service is the Telecare alarm service, and
- Service users where the change in care package results in a residential or nursing home placement.

Service users who are responsible for the full cost of their care and in receipt of the Telecare alarm service will be exempt from this charge only for as long as they are not in receipt of other social care services.

There are currently 242 service users (excluding alarm only service users) assessed as having to pay towards the full cost of their non-residential care, and they are broken down into the following age groups.

Age Group	Number affected	Percentage of the total
18-64	66	27.3%

65-84	94	38.8%
85+	82	33.9%
Grand Total	242	

There is no guarantee that all of the above service users will be affected by the introduction of this fee. Older adults will see the greatest impact, as 72.7% could potentially be affected, as compared with a total older adult base of 67.5%.

Use of light touch assessments

It is proposed to use light touch assessments for those with the Telecare alarm only services and for those who choose not engage with the financial assessment process. Based on current data, we estimate that there will be a reduction in the need for a full financial assessment in around 35% to 40% of cases.

Completing these light touch assessments will reduce the burden on service users of having to complete a full financial assessment.

The time that it takes to complete a light-touch financial assessment is roughly the same as it takes to complete a full financial assessment, so there will not be an efficiency saving for the Council. In terms of debts to the local authority, there is likely to be a small decrease in debt in cases where the council has managed to complete a light-touch financial assessment where otherwise a full charge assessment would apply.

The age breakdown of service users whose only service is the Telecare alarm is shown below.

Telecare only age breakdown	Number of service users	Percentage of the total
18-64	304	16.1%
65-84	978	51.8%
85+	606	32.1%
Grand Total	1,888	

The age breakdown of all service users (that have had a financial assessment) is shown below.

Age range	Percentage of client base
18-64	32.5%
65-84	39.9%
85+	27.6%
Grand Total	

The two tables above show that nearly 84% of Telecare only service users are older adults, compared with 67.5% for the whole of adult social care. This shows that older adults are more likely to benefit from this proposal than younger adults.

Promote deferred payment agreements and charges on property

According to NHS statistics, 98.9% of active Deferred Payment Agreements were for adults over 65, and 1.1% were for adults between 18 and 64 across England and Wales². Take up of Deferred Payment Agreements varies from council to council, with Southwark only having 2 deferred payments (both for service users over 65).

The aim of this proposal is to promote the use of deferred payment agreements as a mechanism for service users to pay towards residential care. It is expected that it will be older adults (those over 65) who would benefit the most from this proposal.

Introduce a review trigger for Disability Related Expenditure (DRE) claims over £20 per week

The table below shows the number of service users who currently have more than £20 DRE allowed in their financial assessment. Adults under 65 account for 34% of the total whereas older adults account for 66% of the total. This is roughly in proportion of the total adult social care service user base figures of 32.5% for younger adults and 67.5% for older adults.

Age band	Greater than £20	Percentage of total
18-64	66	34.0%
65-84	79	40.7%
85+	49	25.3%
Grand Total	194	

To lessen the impact, we are proposing to contact all affected service users in order to provide them with information about the changes in the policy and to provide us with evidence if required

In addition, we propose that this change is introduced in April 2021, which will provide service users with sufficient time to request higher allowances in their financial assessment.

Equality information on which above analysis is based

The Care Act 2014
The Equality Act 2010
Demographic analysis
NHS digital

Mitigating actions to be taken

- 1) Improvements in communications with service users, their representatives and the general public, particularly around the use of deferred payment agreements and financial assessment rules.
- 2) We will target those service users who are negatively affected by the proposals to lessen any impact they may have.
- 3) We will continue to apply the charging policy equally amongst all service users,

² Source: <https://digital.nhs.uk/data-and-information/publications/statistical/deferred-payment-agreements/2017-18>

irrespective of age.

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.

Possible impacts (positive and negative) of budget proposal

Increase the minimum contribution from £3 to £5

This change will take service users from the following support groups out of charging.

Support group	Number affected
Learning Disability support : Learning disability support	3
Mental Health support : Mental Health support	2
Physical Support : Access and mobility only	7
Physical Support : Personal care and support	25
Sensory Support : Support for dual impairment	1
Social support : Support for social isolation/other	1
Grand Total	39

Over 64% of those affected require Personal Care and related support. There should not be any negative impact on any of the affected service users, as all of those affected will cease to be charged.

Depending on changes in individual circumstances, some of these service users may come back into charging in the future, particularly if they are just under the £5 charge limit.

Introducing an administrative charge of £200 for full cost non-residential care clients (excluding alarm only service users)

The introduction of the charge may affect some or all of the current service users responsible for the full cost of their care:

Support Group	Number / support group
Learning Disability support : Learning disability support	30
Mental Health support : Mental Health support	39
Physical Support : Access and mobility only	21
Physical Support : Personal care and support	133
Social support : Substance misuse support	1
Social support : Support for social isolation/other	5
Support with memory and cognition : Support with memory and cognition	13

The figures above is roughly in line with the core adult social care service base, but with fewer learning disabled service users and more mental health and personal care service users.

Support Group	Admin charge (below)	SALT	Difference
Learning Disability support : Learning disability support	12.4%	20.6%	-8.2%
Mental Health support : Mental Health support	16.1%	10.6%	5.5%
Physical Support : Access and mobility only	8.7%	10.0%	-1.3%
Physical Support : Personal care and support	55.0%	50.5%	4.4%
Sensory Support : Support for dual impairment	0.0%	0.1%	-0.1%
Sensory Support : Support for hearing impairment	0.0%	0.1%	-0.1%
Sensory Support : Support for visual impairment	0.0%	0.4%	-0.4%
Social support : Asylum seeker support	0.0%	0.0%	0.0%
Social support : Substance misuse support	0.4%	0.3%	0.1%
Social support : Support for social isolation/other	2.1%	1.9%	0.2%
Support with memory and cognition : Support with memory and cognition	5.4%	5.5%	-0.1%

Use of light touch assessments
The introduction of light touch financial assessments is expected to lessen the burden on service users to complete a full financial assessment, so this should be seen as having a positive impact on disabled service users.

There should not be any negative impact on disabled service users, apart from those service users who have memory and cognition needs or those with learning disabilities who have nobody to support them, as they might not know that they can request a full financial assessment.

Promote deferred payment agreements and charges on property
This proposal is not expected to have any negative impact on service users with a disability. The proposal to promote the scheme will have a positive impact on any service users who own property and who enter into residential or nursing accommodation, as it will increase the number of options available to them to settle care home charges.

Introduce a review trigger for Disability Related Expenditure (DRE) over £20 per week
This proposal is likely to have a negative impact on adults with disabilities, as generally, it is adults with the most need that have the most disability expenditure.

Equality information on which above analysis is based

The Care Act 2014
The Equality Act 2010
Demographic analysis

Mitigating actions to be taken

1) Service users who lack mental capacity to manage their affairs and do not have someone doing this on their behalf will be provided support or signposted to

organisations that are set up to help adults in these circumstances.

- 2) The council will work with those most negatively affected by the changes, particularly around the impact of the review trigger to DRE, in order to minimise any impact they may have.
- 3) Communication with service users and the general public will be improved.
- 4) Easy Read literature available to service users with a learning disability will be expanded further.

Gender reassignment - The process of transitioning from one gender to another.

Possible impacts (positive and negative) of budget proposal

These measures do not disproportionality effect those who have undergone gender reassignment.

The council will continue to promote independence, and help reduce inequality between those with protected characteristics and those without. We do not believe that these proposals give rise to discrimination, harassment, victimisation and/or fail to advance equality of opportunity between those who share a protected characteristic and those who do not.

Equality information on which above analysis is based.

The Care Act 2014
The Equality Act 2010

Mitigating actions to be taken

The council will continue to monitor the position and if any issues in respect of this protected characteristic are identified, action will be taken to ensure fairness and equality.

Marriage and civil partnership - (Only to be considered in respect to the need to eliminate discrimination).

Possible impacts (positive and negative) of budget proposal

These measures do not disproportionality effect those who are married or in a civil partnership.

The council will continue to promote independence, and help reduce inequality between those with protected characteristics and those without. We do not believe that these proposals give rise to discrimination, harassment, victimisation and/or fail to advance

equality of opportunity between those who share a protected characteristic and those who do not.
Equality information on which above analysis is based.
The Care Act 2014 The Equality Act 2010
Mitigating actions to be taken
The council will continue to monitor the position and if any issues in respect of this protected characteristic are identified, action will be taken to ensure fairness and equality.

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.
Possible impacts (positive and negative) of budget proposal
These measures do not disproportionality effect those who are pregnant or during maternity leave. The council will continue to promote independence, and help reduce inequality between those with protected characteristics and those without. We do not believe that these proposals give rise to discrimination, harassment, victimisation and/or fail to advance equality of opportunity between those who share a protected characteristic and those who do not.
Equality information on which above analysis is based.
The Care Act 2014 The Equality Act 2010
Mitigating actions to be taken
The council will continue to monitor the position and if any issues in respect of this protected characteristic are identified, action will be taken to ensure fairness and equality.

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 budget proposal

Increase the minimum contribution from £3 to £5

This change will take service users from the following groups out of charging.

Ethnicity	Grand Total	Percentage of Total
Asian/Asian British	2	5.1%
White	20	51.3%
Black/Black British	14	35.9%
Other Ethnic Groups	2	5.1%
Not recorded	1	2.6%
Grand Total	39	

The table below represents all active service users, receiving long term care between September 2019 and December 2019³.

Ethnicity	Grand Total	Percentage of total
Asian/Asian British	164	4.7%
Black/Black British	1,268	36.0%
Mixed/Multiple ethnic groups	85	2.4%
White	1,842	52.3%
Other Ethnic Groups	124	3.5%
Not Stated	36	1.0%
Grand Total	3,519	

A comparison between the two groups shows that this proposal is broadly in line with the adult social care base, as the table below shows.

Ethnicity	£3 to £5	SALT	Difference
Asian/Asian British	5.1%	4.7%	0.5%
Black/Black British	35.9%	36.0%	-0.1%
Mixed/Multiple ethnic groups		2.4%	-2.4%
White	51.3%	52.3%	-1.1%
Other Ethnic Groups	5.1%	3.5%	1.6%
Not Stated	2.6%	1.0%	1.5%

Introducing an administrative charge of £200 for full cost non-residential care clients (excluding alarm only service users)

Ethnicity	Full cost service users	Percentage of Total
Asian/Asian British	7	2.9%

³ Source: SALT report, tables 3a and 3b in LTS001b

Black/Black British	58	24.0%
Mixed/Multiple ethnic groups	2	0.8%
White	164	67.8%
Other Ethnic Groups	7	2.9%
Not stated	4	1.7%
Grand Total	242	

The comparison between these figures and the core adult social care base is shown below. There are two groups of service users (Black/Black British and White) where the percentage of those affected by this proposal is different to a comparable percentage of the core social care base, this is largely a reflection of the ethnic make up of different age groups. i.e. our older population are more likely to be from a White background, and this is a larger proportion of ASC service users than the general population.

Ethnicity	Full cost service users	SALT	Difference
Asian/Asian British	2.9%	4.7%	-1.8%
Black/Black British	24.0%	36.0%	-12.1%
Mixed/Multiple ethnic groups	0.8%	2.4%	-1.6%
White	67.8%	52.3%	15.4%
Other Ethnic Groups	2.9%	3.5%	-0.6%
Not stated	1.7%	1.0%	0.6%

Use of light touch assessments

The use of light touch assessments is not expected to have any negative impact on any particular ethnic group. However, those service users whose first language is not English and who do not have a representative to help them may be impacted if they do not understand that a full financial assessment can be undertaken upon request.

Promote deferred payment agreements and charges on property

This proposal is not expected to have any negative impact on any service users. The proposal to promote the scheme will have a positive impact on any service users who own property and who enter into residential or nursing accommodation, as it will increase the number of options available to them to settle care home charges.

Place a review point of £20 per week on DRE (disability related expenditure) from April 2021

This proposal is not likely to have a major negative impact on adults based on race. The table below shows who may be affected.

Ethnicity	DRE of more than £20	Percentage of Total
Asian/Asian British	10	5.2%
Black/Black British	71	36.6%
Mixed/Multiple ethnic groups	4	2.1%
White	93	47.9%
Other Ethnic Groups	7	3.6%
Not Stated	9	4.6%
Grand Total	194	

The comparison between this group and the core adult social care base is shown below, this indicates that the impact will be broadly in line with our user profile.

Ethnicity	DRE of more than £20	SALT	Difference
Asian/Asian British	5.2%	4.7%	0.5%
Black/Black British	36.6%	36.0%	0.6%
Mixed/Multiple ethnic groups	2.1%	2.4%	-0.4%
White	47.9%	52.3%	-4.4%
Other Ethnic Groups	3.6%	3.5%	0.1%
Not Stated	4.6%	1.0%	3.6%

The proposal to review DRE exceeding £20 per week may affect some or all of these service users. This trigger point is not meant to represent an absolute maximum allowance for disability related expenditure, as every affected service user can still claim more than this amount. To lessen the impact, we are proposing to contact all affected service users in order to provide them with every opportunity to claim more than £20 in their assessment. In addition, we propose that this change is introduced in April 2021, which will provide service users with sufficient time to request higher allowances in their financial assessment.

Equality information on which above analysis is based

The Care Act 2014
The Equality Act 2010
Demographic analysis

Mitigating actions to be taken

- 1) The council will work with those most negatively affected by the changes, particularly around the impact of the review trigger for DRE claims over £20 per week, in order to minimise any impact they may have.
- 2) Communication with service users and the general public will be improved.
- 3) Easy Read literature available to service users with a learning disability will be expanded further.
- 4) We will expand the use of Translation and Interpreter services to assist those service users who need it.

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 budget proposal

These measures do not disproportionately affect those based on their religion and beliefs.

We did note the different approaches to borrowing and interest charges of some faiths, in relation to the proposed promotion of DPAs. However, these will not be compulsory, and therefore we did not consider there to be any negative impact and mitigation required.

The council will continue to promote independence, and help reduce inequality between those with protected characteristics and those without. We do not believe that these proposals give rise to discrimination, harassment, victimisation and/or fail to advance equality of opportunity between those who share a protected characteristic and those who do not.

Equality information on which above analysis is based.

The Care Act 2014
The Equality Act 2010

Mitigating actions to be taken

The council will continue to monitor the position and if any issues in respect of this protected characteristic are identified, action will be taken to ensure fairness and equality.

Sex - A man or a woman.

Possible impacts (positive and negative) of budget proposal

Increase the minimum contribution from £3 to £5

This change will take service users from the following groups out of charging.

Sex	Grand Total	Percentage of Total
Female	24	61.5%
Male	15	38.5%
Grand Total	39	

Comparing the percentages above with the total adult social care client base (below) shows that the figures are comparable.

Sex	£3 to £5	Client base	Difference
Female	61.5%	59.6%	2.0%
Male	38.5%	40.0%	-1.5%
Unknown	0.0%	0.4%	-0.4%

Introducing an administrative charge of £200 for full cost non-residential care clients (excluding alarm only service users)

Those service users who are responsible for the full cost of their care are broken down as follows.

Sex	Breakdown	Percentage of Total
Female	141	58.3%
Male	101	41.7%
Grand Total	242	

This is roughly representative of the adult social care client base, as shown below.

Sex	Full cost	SALT	Difference
Female	58.3%	59.6%	-1.3%
Male	41.7%	40.0%	1.7%
Unknown	0.0%	0.4%	-0.4%

Use of light touch assessments

The introduction of light touch financial assessments is expected to lessen the burden on service users to complete a full financial assessment, so this should be seen as having a positive impact on disabled service users.

There should not be any negative impact on service users based on their sex.

Promote deferred payment agreements and charges on property

This proposal is not expected to have any negative impact on service users, irrespective of their sex. The proposal to promote the scheme will have a positive impact on any service users who own property and who enter into residential or nursing accommodation, as it will increase the number of options available to them to settle care home charges.

Place a trigger review of allowances in excess £20 per week on DRE (disability related expenditure) from April 2021

This has the potential to affect the following service users based on their sex.

Sex	Greater than £20	Percentage of Total
Female	132	68.0%
Male	62	32.0%
Grand Total	194	

A comparison with the core adult social care base is shown below.

Sex	DRE	SALT	Difference
Female	68.0%	59.6%	8.4%
Male	32.0%	40.0%	-8.0%
Unknown	0.0%	0.4%	-0.4%

Proportionally, women could be affected by this proposal more than men. Further analysis will need to be undertaken to determine the reasons, so that the council can mitigate any risks to women as a result of this proposal.

Equality information on which above analysis is based

The Care Act 2014 The Equality Act 2010 Demographic analysis
Mitigating actions to be taken
<ol style="list-style-type: none"> 1) The council will work with those most negatively affected by the changes, particularly around the impact of the trigger review to DRE, in order to minimise any impact they may have. 2) Communication with service users and the general public will be improved. 3) Further analysis is required to determine the reason more women than men proportionally claim higher rates of DRE, in order to mitigate against any potential risk to women if the review trigger for DRE claims over £20 per week is introduced in April 2021.

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 budget proposal
<p>These measures do not disproportionality effect those based on their sexual orientation.</p> <p>The council will continue to promote independence, and help reduce inequality between those with protected characteristics and those without. We do not believe that these proposals give rise to discrimination, harassment, victimisation and/or fail to advance equality of opportunity between those who share a protected characteristic and those who do not.</p>
Equality information on which above analysis is based.
The Care Act 2014 The Equality Act 2010
Mitigating actions to be taken
The council will continue to monitor the position and if any issues in respect of this protected characteristic are identified, action will be taken to ensure fairness and equality.

Section 5: Further actions

5. Further analysis and mitigating actions			
Based on the initial analysis above, please detail the key mitigating actions and desired outcomes, or the areas identified as requiring more data or detailed analysis.			
Number	Description of issue	Action and desired outcome	Timeframe
1	Communications	Communications with residents will be improved, with a particular focus on ensuring we use plain English. We will continue to ensure that other formats are available to adults, such as the use of easy read versions for adults with learning difficulties.	By April 2020 and then regularly reviewed.
2	Support provided to adults	Further support, guidance and signposting will be provided to adults who are likely to be affected the most by the proposals. Support may include ensuring the adult has an advocate working with them, ensuring the adult has someone with legal authority to manage their affairs, or simply signposting the adult to organisations that can help them.	By April 2020 for all proposals apart from the DRE review trigger. By April 2021 for those affected by the DRE review trigger.
3	Analysis	Further analysis of why some groups of service users may be affected more than others, particularly around a person's disability or gender, will be undertaken. This analysis will guide any further mitigation to put in place for those that may be the most affected by any of the proposals.	By April 2020 for all proposals apart from the DRE review trigger. By April 2021 for those affected by the DRE trigger.
4			
5			
6			
7			

London Borough of Southwark

Private Rented Sector: Housing Stock Condition and Stressors Report

December 2019



Executive Summary

Metastreet were commissioned by the London Borough of Southwark to review housing stock in the borough and assess housing stressors related to key tenures, particularly the private rented sector.

The detailed housing stock information provided in this report will facilitate the development and delivery of Southwark's housing strategy and enable a targeted approach to tackling poor housing.

The main aim of this review was to investigate and provide accurate estimates of:

- Current levels of private rental sector (PRS) properties and tenure change over time.
- Information on the number of Houses in Multiple Occupation (HMOs) as a subset of the PRS.
- Levels of serious hazards that might amount to a Category 1 hazard (HHSRS).
- Other housing related stressors, including antisocial behaviour (ASB), service demand, population and deprivation linked to the PRS.
- Assist the council to make policy decisions, including the possible introduction of property licensing schemes under Part 2 and Part 3 of Housing Act 2004.

Metastreet has developed a stock-modelling approach based on metadata and machine learning to provide insights about the prevalence and distribution of a range of housing factors. This approach has been used by several councils to understand their housing stock and relationships with key social, environmental and economic stressors.

The models are developed using unique property reference numbers (UPRN), which provide detailed analysis at the property level.

Data records used to form the foundation of this report include:

Council tax	Electoral register	Other council interventions records	Tenancy deposit data
Housing benefit	Private housing complaints and interventions records	ASB complaints and interventions records	Energy Performance data

Key Findings

- There are a total of 146,112 residential properties in Southwark, 29.4% (42,964) of which are PRS, 34.8% (50,821) are owner occupied and 35.8% (52,327) socially rented
- Southwark's PRS has grown steadily in recent years, from 19.8% (2006) to 29.4% (2019)
- The PRS in Southwark is distributed across all 23 wards
- Poor housing conditions are prevalent in the PRS. 8,497 PRS properties are predicted to have at least 1 serious hazard (Category 1, HHSRS)
- 8,431 ASB incidents in the PRS have been recorded
- PRS properties are significantly more likely have an ASB incident compared to owner occupied properties
- Most PRS ASB incidents are domestic noise
- Council officers carried out 14,570 interventions in PRS properties over a 5-year period
- 609 housing and public health notices have been served
- 27% of PRS properties in Southwark have an E, F, and G rating. 5.5% of PRS properties have an F and G EPC rating
- Southwark faces challenges relating to Index of Multiple Deprivation (IMD), with 16 of 23 wards have aggregated IMD rankings below the national average
- 11% of PRS properties in Southwark have an E, F, and G rating. 2% of PRS properties have an F and G rating
- Southwark has 5,031 properties predicted to be HMOs
- HMOs are distributed across all wards
- HMOs as a subset of the PRS in Southwark have higher rates of ASB and Category 1 hazards.

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Introduction & Project Objectives

Metastreet were commissioned by the London Borough of Southwark to review its housing stock with a focus on the following key areas:

- Residential property tenure changes since 2011
- Housing profile
- Distribution of the PRS and HMO
- Condition of housing stock in the PRS
- Housing related stressors, including Anti-Social Behaviour (ASB), service demand, population change and deprivation

The report provides the council with the evidence base for developing housing policy and service interventions. The report also satisfies the council's responsibility to review its housing stock as set out under Part 1, Section 3 of the Housing Act 2004.

The first section of the report details the findings of the stock and tenure modelling, including an introduction to the methodology. A combination of Southwark's data warehouse, machine learning and modelling techniques have been used to pinpoint tenure and predict property conditions within its PRS housing stock. An advanced property level data warehouse has been used to facilitate the analysis.

For the purposes of this review, it was decided that a ward-level summary is the most appropriate basis to assess housing conditions across Southwark, built up from property level data.

Four separate predictive tenure models (Ti) have been developed as part of this project which are unique to Southwark, they include:

- Private rented sector (PRS)
- Houses in Multiple occupation (HMO)
- Owner occupiers
- PRS Housing hazards (Category 1)

The second section provides a short private housing policy overview for the region to determine if characteristics exist in the Borough to support any specific action.

The appendices to the report contain a summary of the data and a more detailed report methodology.

1 London Borough of Southwark Overview

Southwark is a borough of Inner London. It covers an area of 28.85 km². The borough borders the City of London and the London Borough of Tower Hamlets to the north (the River Thames forming the boundary), the London Borough of Lambeth to the west and the London Borough of Lewisham to the east. To the south the borough tapers giving brief borders with the London Boroughs of Bromley and the Croydon¹.

1.1 Population

The Office of National Statistics (ONS) household population estimate for Southwark as at 2018 was 316,307. This makes Southwark the 10th most populous London borough (Figure 1)².

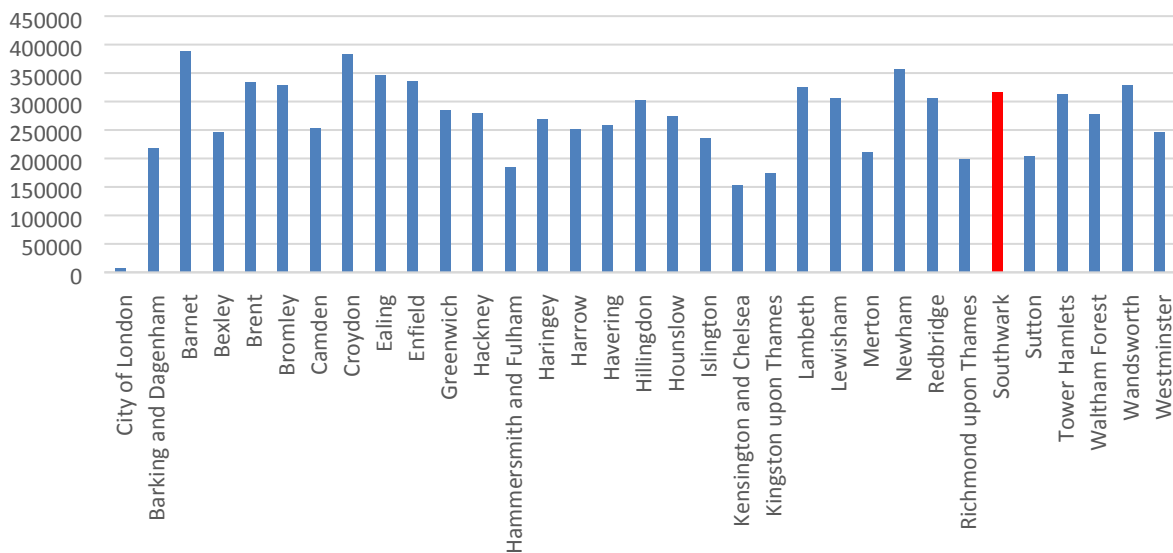
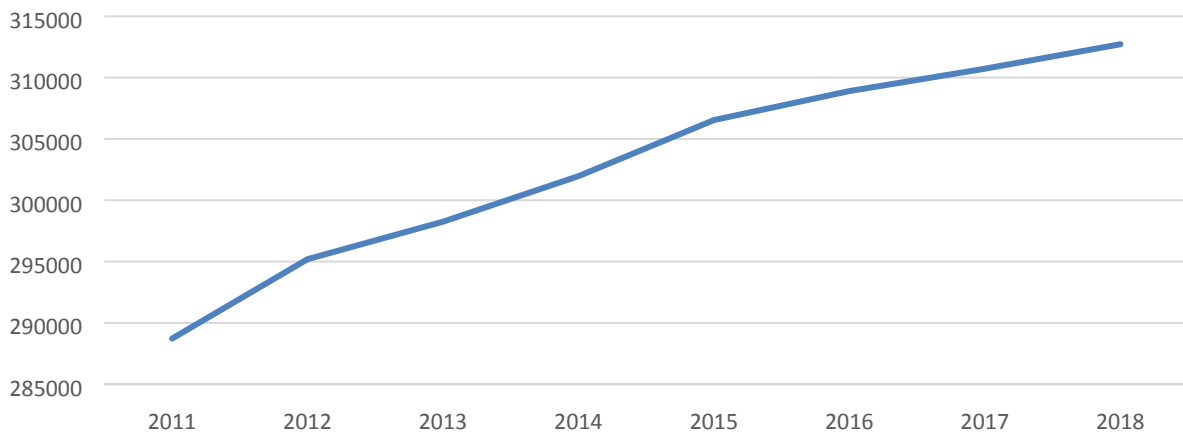


Figure 1. Population estimates by London boroughs (Source: ONS 2017).

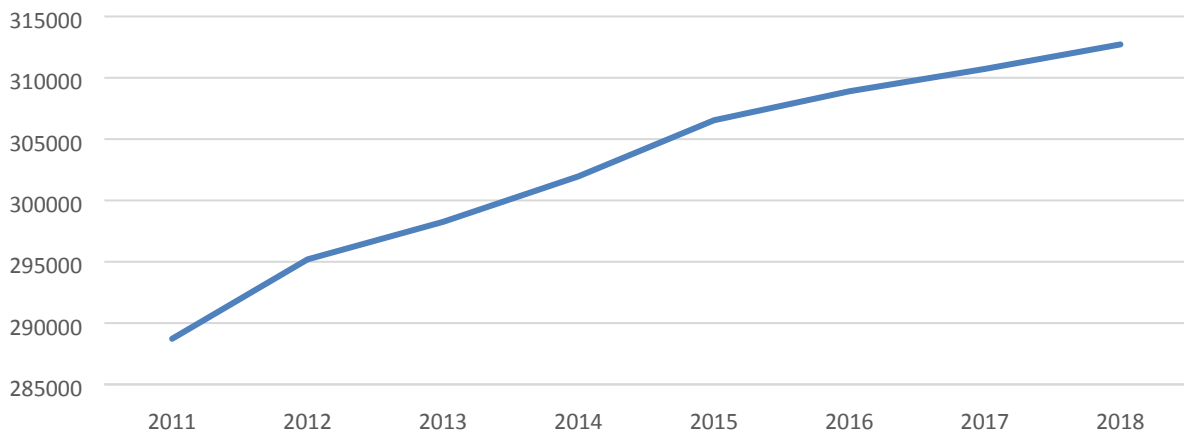
Southwark's population has grown considerably since the early 2000's (



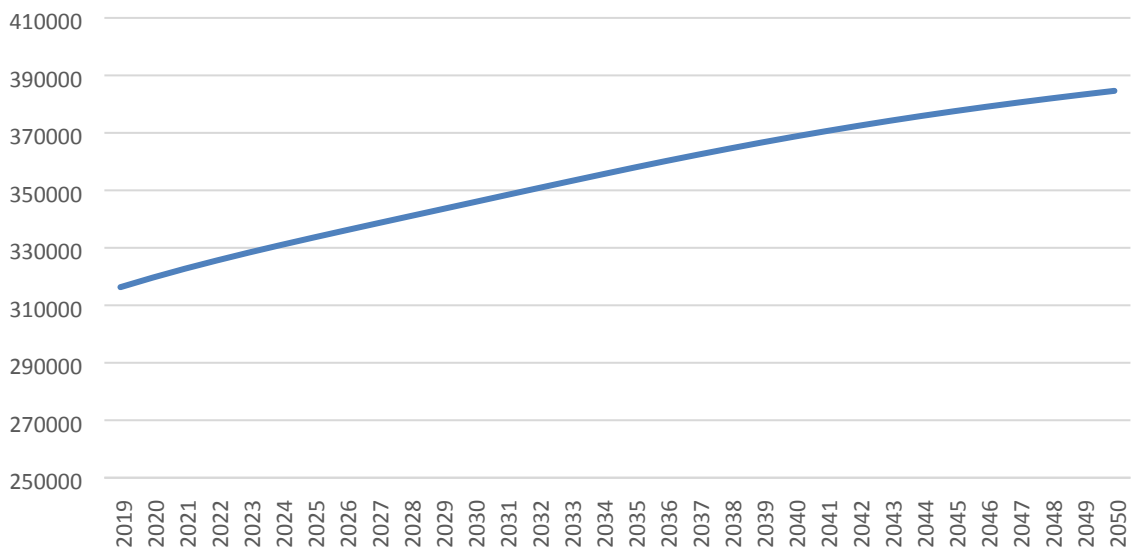
¹ Wikipedia, December 2019, https://en.wikipedia.org/wiki/London_Borough_of_Southwark

² London Datastore 2016, <https://data.london.gov.uk/dataset/projections>

Figure 2).

**Figure 2. Population growth 2001-2017 (Source: ONS 2017).**

Southwark's population is expected to grow significantly over the next three decades (

Figure 3)³.

³ London Datastore 2016, <https://data.london.gov.uk/dataset/projections>

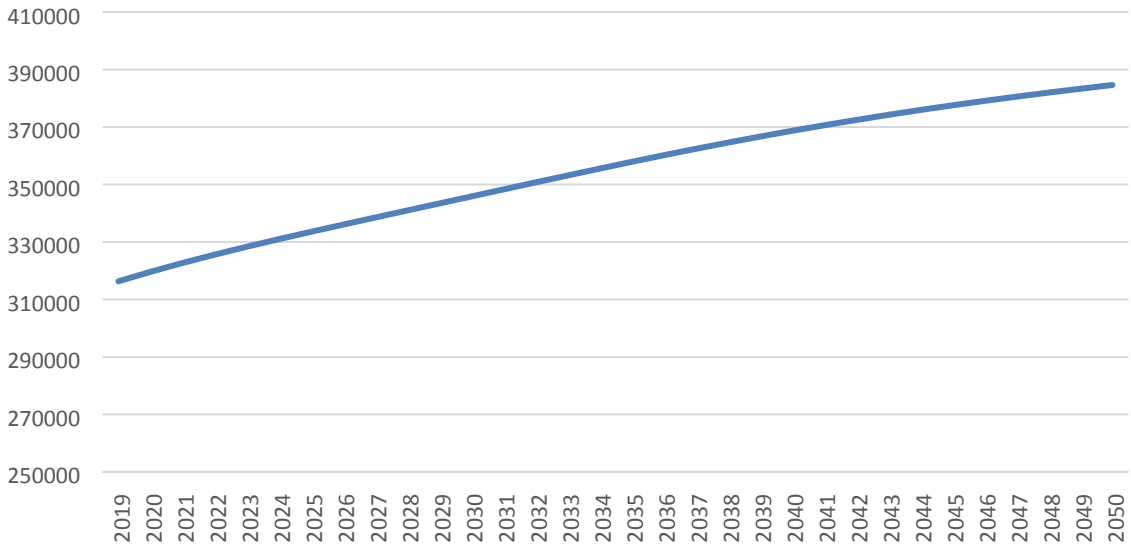


Figure 3. Population projections 2019-2025.

1.2 Migration

Net international migration into Southwark in 2015 was 5,497 (Figure 4)⁴.

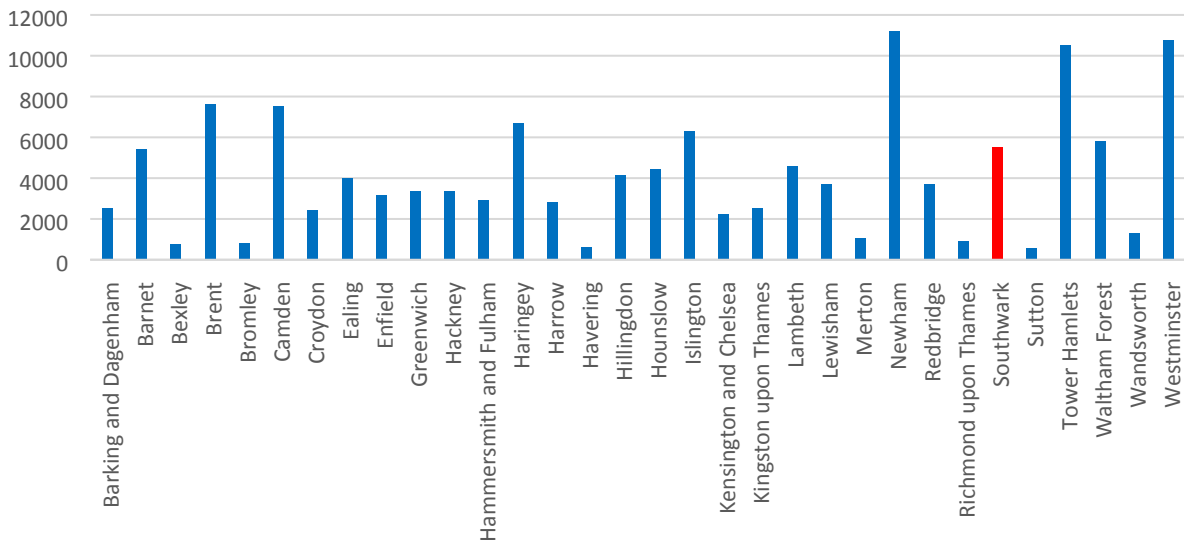


Figure 4. Net international migration by London boroughs (2015).

⁴ Croydon Observatory 2019, <https://www.croydonobservatory.org/population/>

1.3 Deprivation

The Indices of Multiple Deprivation 2019 (IMD2019) provide a set of relative measures of deprivation for LSOAs (Lower-layer Super Output Areas) across England, based on seven domains of deprivation⁵.

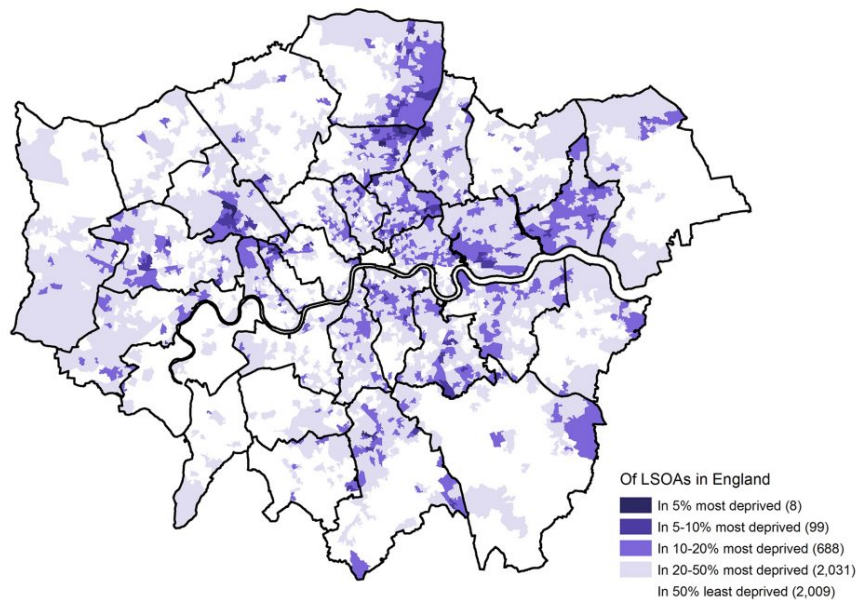


Figure 5. Distribution of deprivation across London (Source: London Datastore 2019).

The darker shades are the most deprived areas. Southwark ranks as the 43rd most deprived borough in England out of 317.

⁵ ONS2019 <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>,

To produce the ward level data, LSOA have been matched to new wards using an Open Geoportal Portal lookup table⁶. Average IMD2019 decile aggregated at ward level reveals a clear picture (

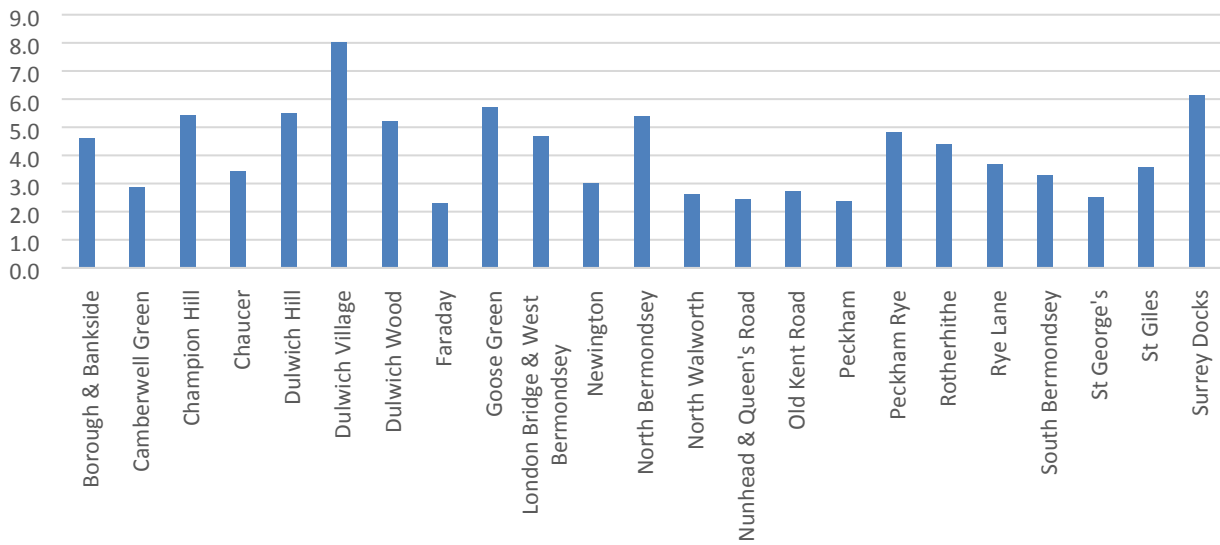


Figure 6). 1.0 on the graph represents the most deprived 10% areas and 5.0 represents 50% most deprived.

Southwark has a mixture of high and low deprivation wards. 16 of 23 wards have aggregated IMD rankings below the national average.

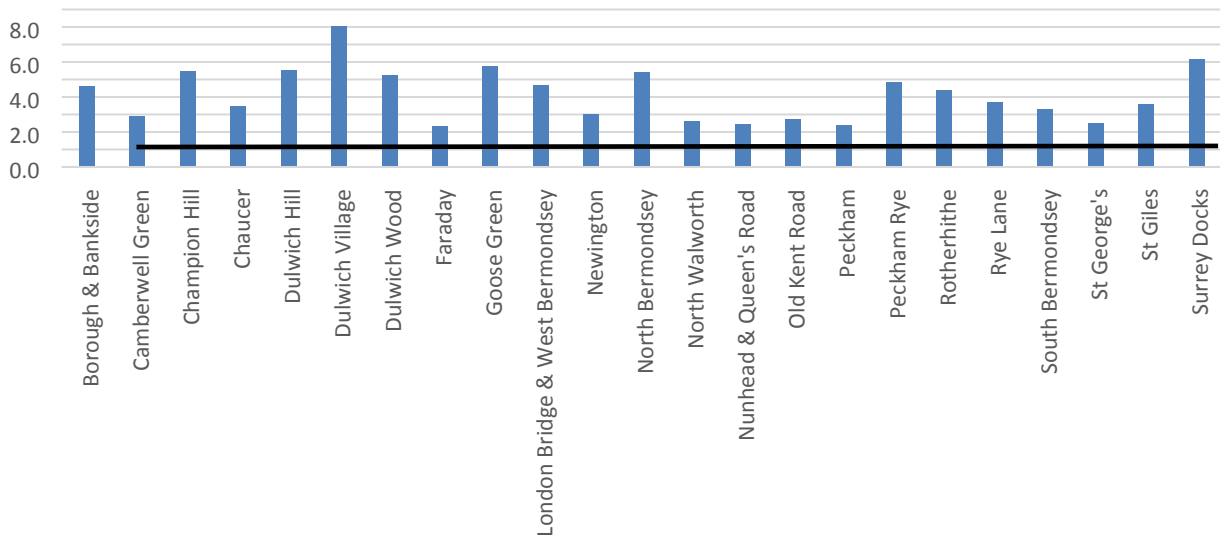
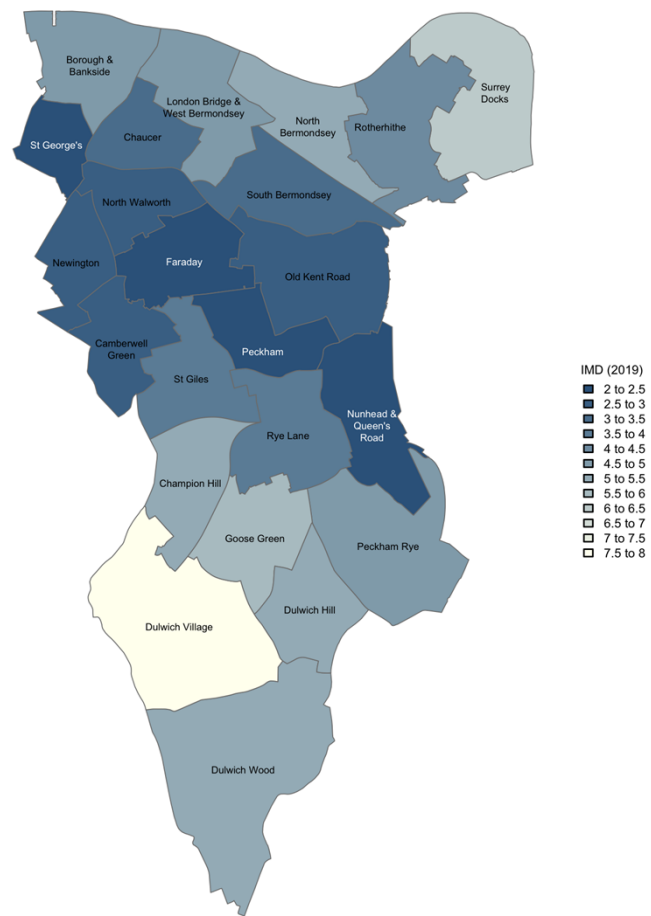


Figure 6. Average IMD (2019) decile by ward (Source: IMD 2019). Horizontal line shows the national average (5)

⁶ ONS2019 http://geoportal.statistics.gov.uk/datasets/8c05b84af48f4d25a2be35f1d984b883_0/data



Map 1. Distribution of Average IMD (2019) decile by ward (Source: Ti 2019, Map by Metastreet).

Southwark faces significant challenges relating to barriers to housing. All wards except Dulwich Village are worse than the National average (21.6) for Barriers to Housing and Services measure (

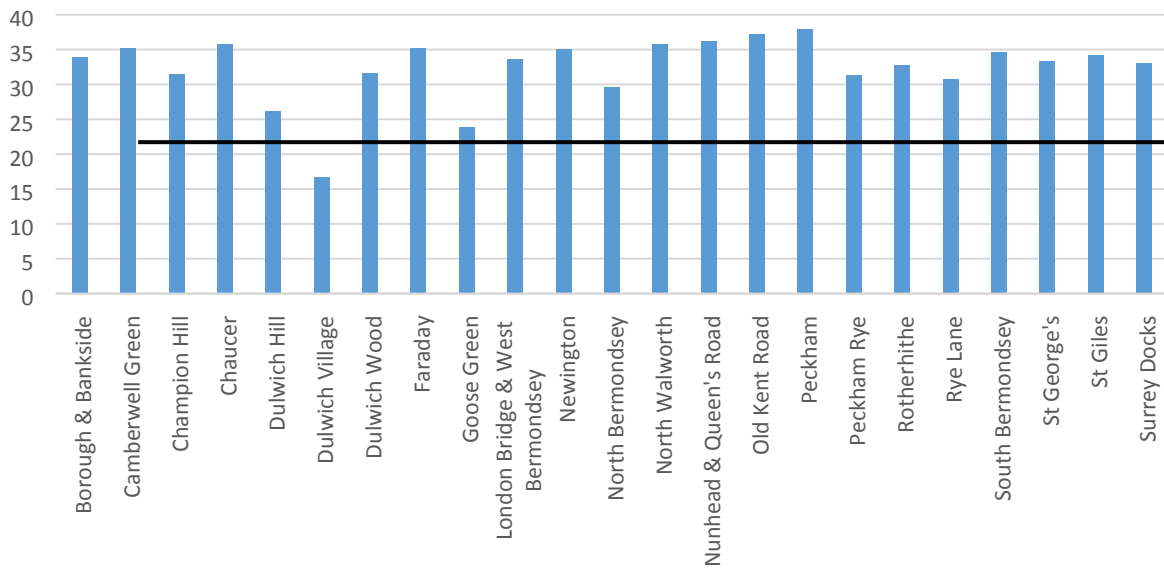


Figure 7). The barriers to housing domain include indicators such as; overcrowding, homelessness and housing affordability.

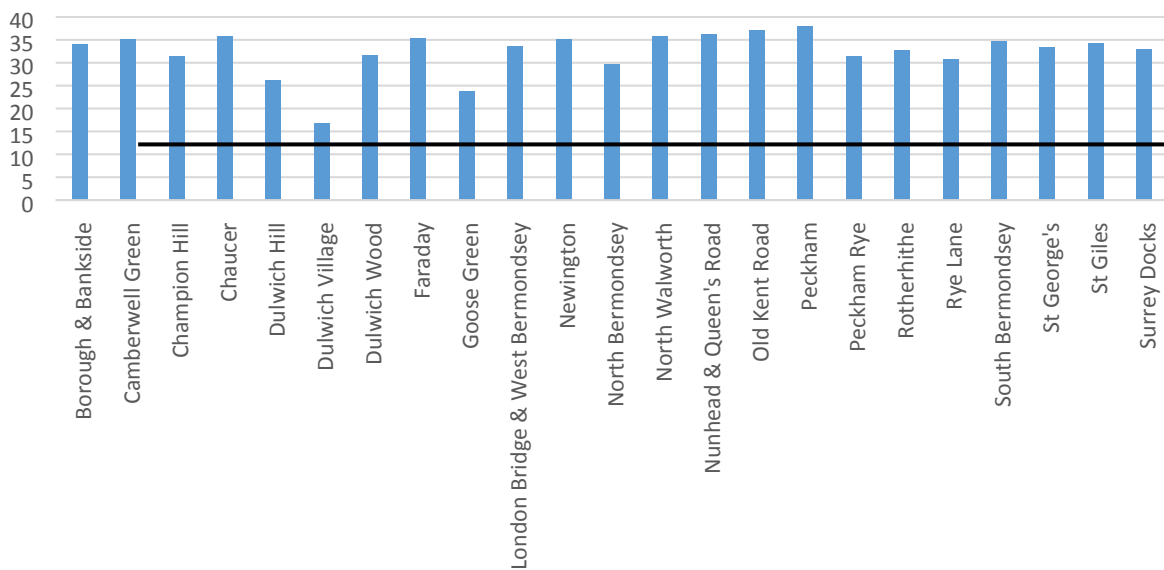


Figure 7. Average barriers to housing and services decile by ward (IMD 2019). Horizontal line shows the London average (21.6).

1.4 Fuel Poverty

Fuel poverty is defined by the Warm Homes and Energy Conservation Act as if he/she is a member of a household living on a lower income in a home which cannot be kept warm at reasonable cost. The

fuel poverty score produced by Department for Business, Innovation & Skills (BEIS) in 2016 measure risk of fuel poverty based on 12 indicators.

The score represents a percentage of households that are of risk from fuel poverty. Southwark has a marginally lower proportion in fuel poverty than the London average (Figure 8).

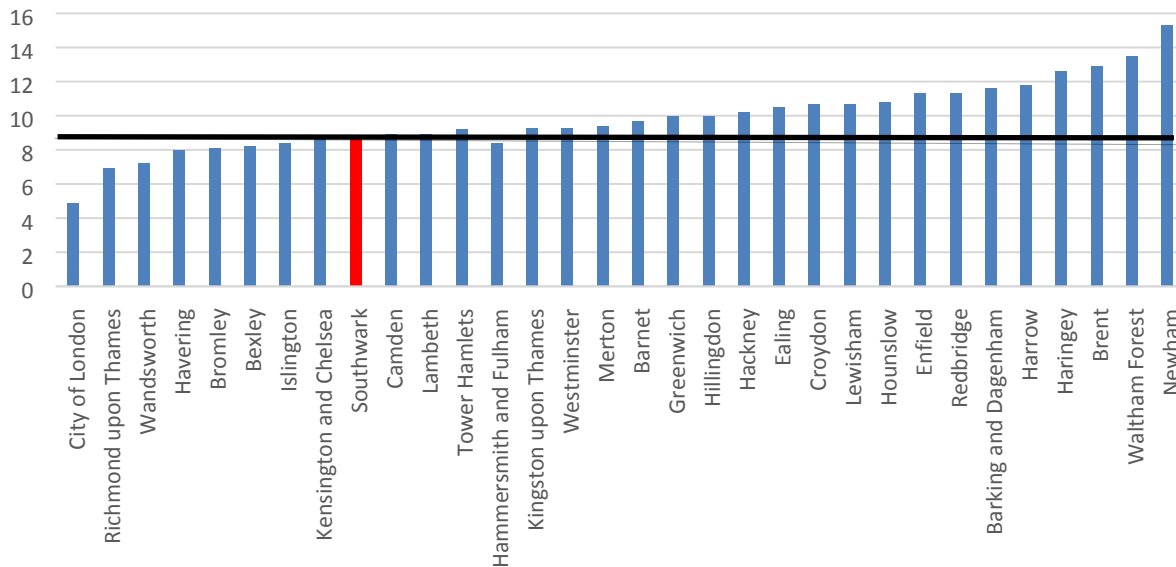


Figure 8. Proportion of households in fuel poverty (%) by London boroughs (BEIS 2016). Horizontal line shows London average (10%).

1.5 Child Poverty

PRS rents have been identified as a key driver of poverty. With greater numbers of children living in the PRS, understanding child poverty levels help us to understand the wider impacts of the PRS⁷. The graph below gives estimates of the percentage of children living under the poverty line in each London borough between October and December 2015⁸. Southwark has the 6th highest score in London and is considerably above the national average (31.7%).

⁷ JRT, Housing costs and poverty: private rents compared to local earnings 2018

⁸ Trust for London 2017, <https://www.trustforlondon.org.uk/data/child-poverty-and-housing-tenure/>

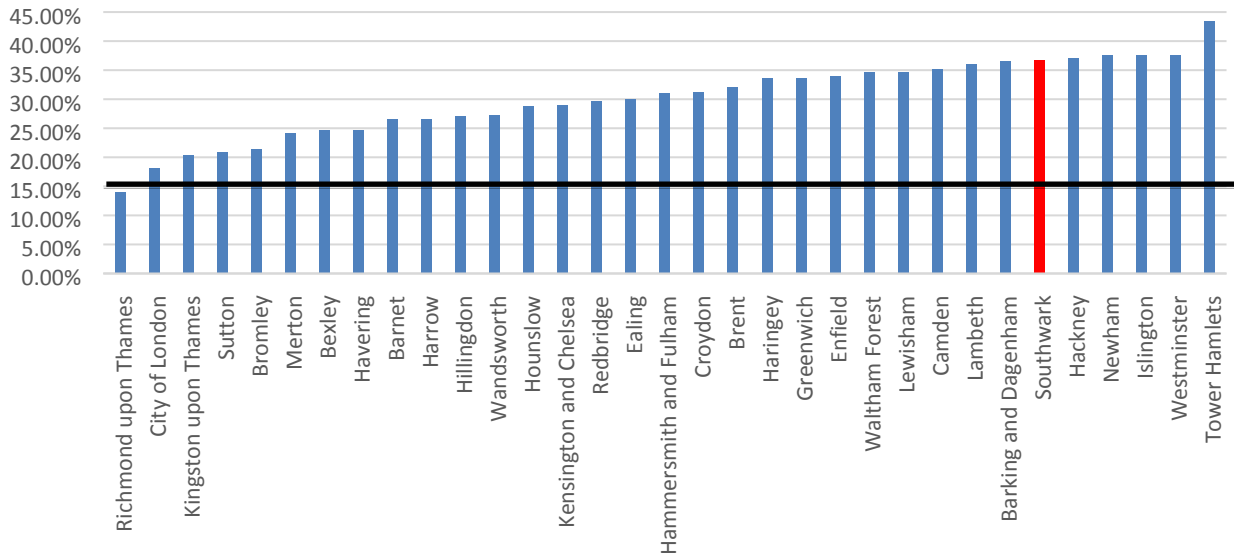


Figure 9. Child poverty score by borough (Source: Trust for London 2016). Horizontal line shows England average (17%)

1.6 Possession order rates

Southwark has one of the lowest possession order rates in London, with 6.5 orders per every 1,000 renting households⁹ (Figure 10). The average possession order rate for London is 11.5 per every 1,000 households (2017/18).

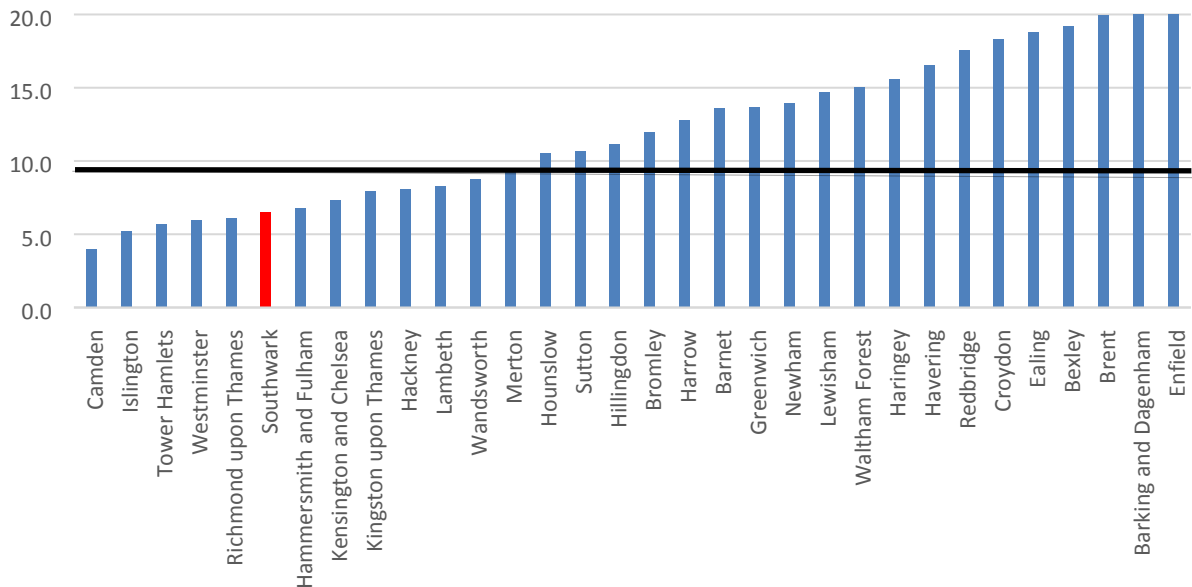


Figure 10. Possession order rates for renters by London boroughs (2017/18). Horizontal line shows London average (11.5%)

⁹ MOJ Possession order rates across London (2017/18)

1.7 Homelessness

Statutory homelessness acceptance includes those who the local authority has determined are legally entitled to housing assistance. To be accepted as statutorily homeless by the local authority you must be found legally and unintentionally homeless, be eligible for assistance and in priority need.

Homelessness returns to government in the 2016/17 financial year show Southwark has the 6th highest homelessness acceptance rates in London (Figure 11)¹⁰.

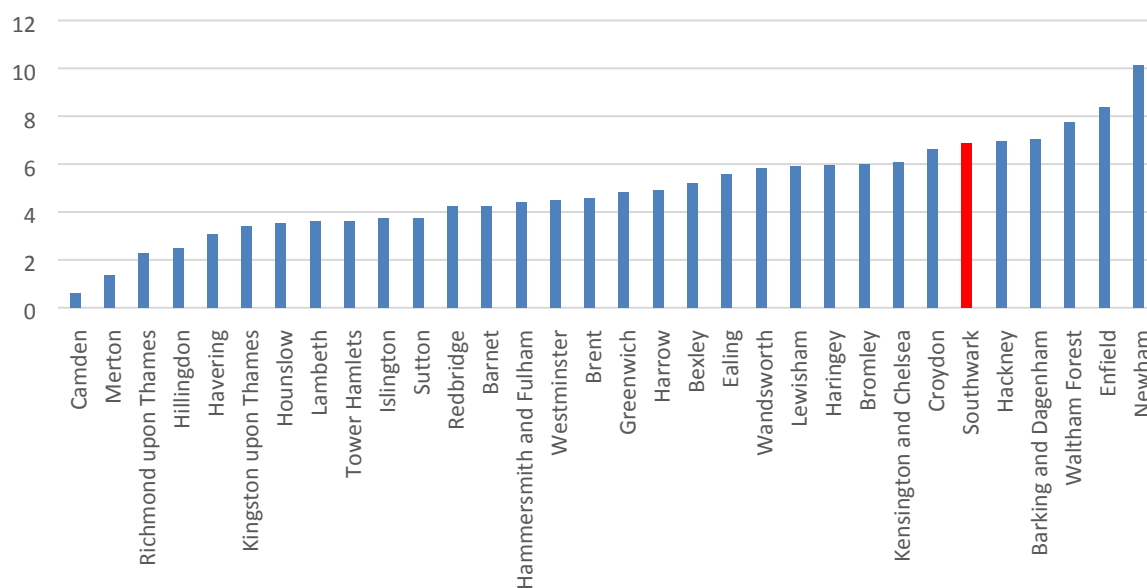


Figure 11. Homelessness acceptances per 1,000 households by London borough (Source: MHCLG 2016/17)

1.8 Rents and Affordability

Private rents vary by borough. As this report is concerned with housing conditions and other housing stressors, we have looked at the lower quartile (bottom 25%) of earnings as a percentage of rents. 67% of earnings for the lowest quartile of workers is used to pay rent in Southwark (Figure 12)¹¹.

¹⁰ London data store, original source MHCLG 2016/17

¹¹ Valuation Office Agency (VOA), Private rental market summary statistics: 2018

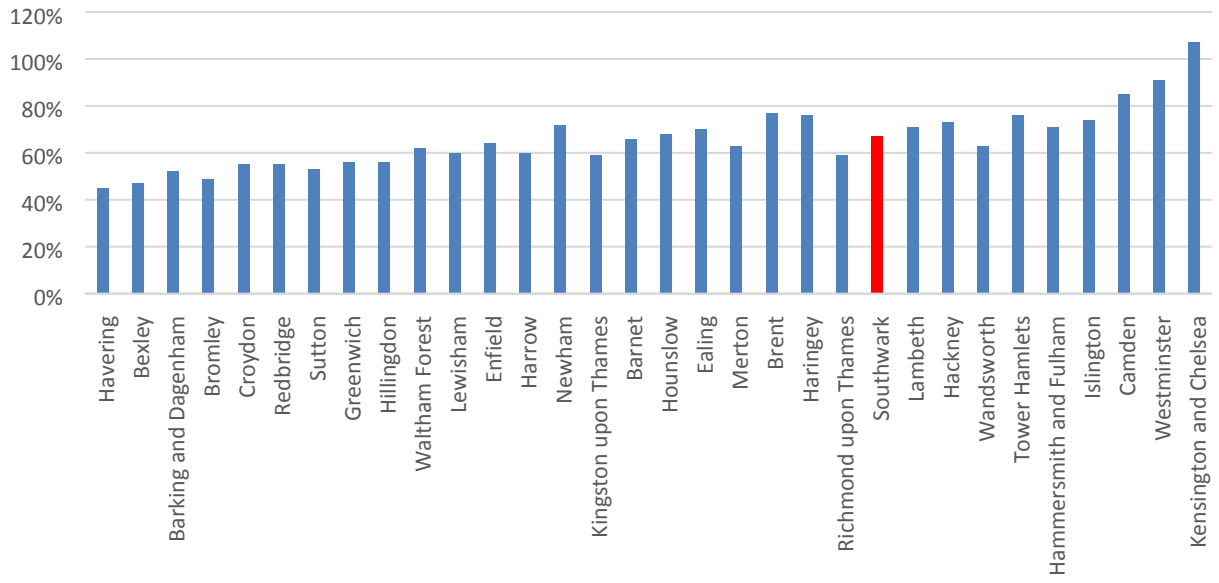


Figure 12. Rent as a proportion of lower quartile monthly gross earnings (Source: VOA 2016).

2 Results of housing stock and stressor modelling

2.1 Methodology

Tenure Intelligence (Ti) uses council held data and publicly available data to identify tenure and analyse property stressors, including property conditions and ASB.

Data trends at the property level are analysed using mathematical algorithms to help predict the tenure of individual properties using factors such as occupant transience and housing benefit data. Metastreet have worked with the council to create a residential property data warehouse. This has included linking millions of cells of council and externally held data to 146,112 unique property references (UPRN).

Machine learning is used to make predictions for each tenure and property condition based on a sample of known tenures and outcomes. Results are analysed to produce a summary of housing stock, predictions of Category 1 hazards (HHSRS) and other stressors. To achieve the maximum accuracy, unique models are built for each council, incorporating individual borough data and using known outcomes to train predictive models.

Once the data warehouse was created, statistical modelling was used to determine tenure using the methodology outlined below. All council held longitudinal data is for 5 consecutive years, from April 2014 – March 2019.

Different combinations of risk factors were systematically analysed for their predictive power in terms of key outcomes. Risk factors that duplicated other risk factors but were weaker in their predictive effect were systematically eliminated. Risk factors that were not statistically significant were also excluded through the same processes of elimination.

For each UPRN a risk score was calculated using logistic regression. The selected risk factors have a better or worse than evens chance of being predictive

A number of predictive models have been developed as part of this project which are unique to Southwark. Known stressors linked to individual properties have been modelled to calculate population level incidences and rates.

It is important to note that this approach can never be 100% accurate as all statistical models include some level of error. A more detailed description of the methodology and the specific factors selected to build bespoke predictive models for this project can be found in Appendix 2.

2.2 Results - Private Rented Sector

2.2.1 Population and distribution

The private rented sector (PRS) in Southwark has grown steadily since 2006.

Based on tenure modelling (December 2019), Southwark's PRS is now calculated to be 29.4% of housing stock (Figure 13). This compares to 19.8% of households in 2006 and 24.5% in 2011 (ONS). This represents a 20% increase over the last 13 years (Figure 14).

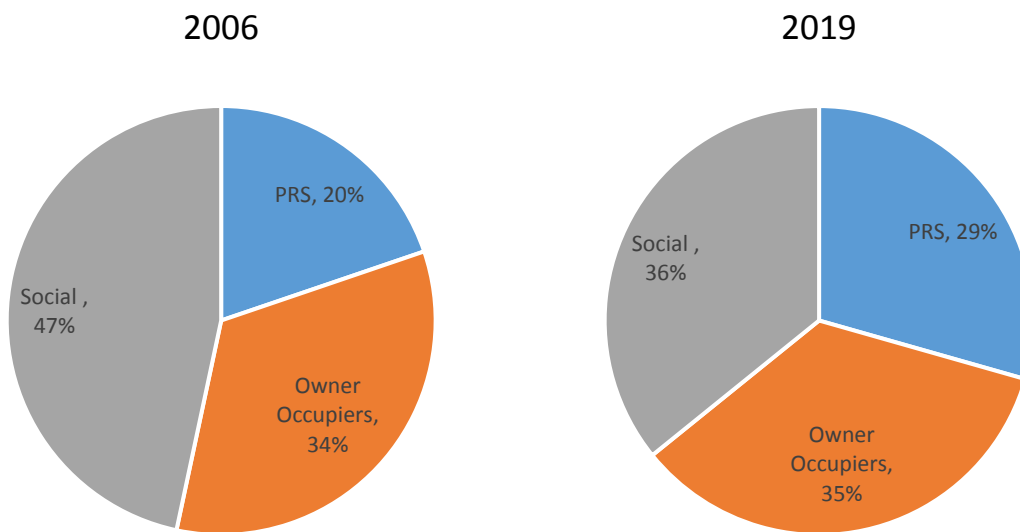


Figure 13. Tenure profile 2006 & 2019 (Source: ONS & Metastreet Ti model).

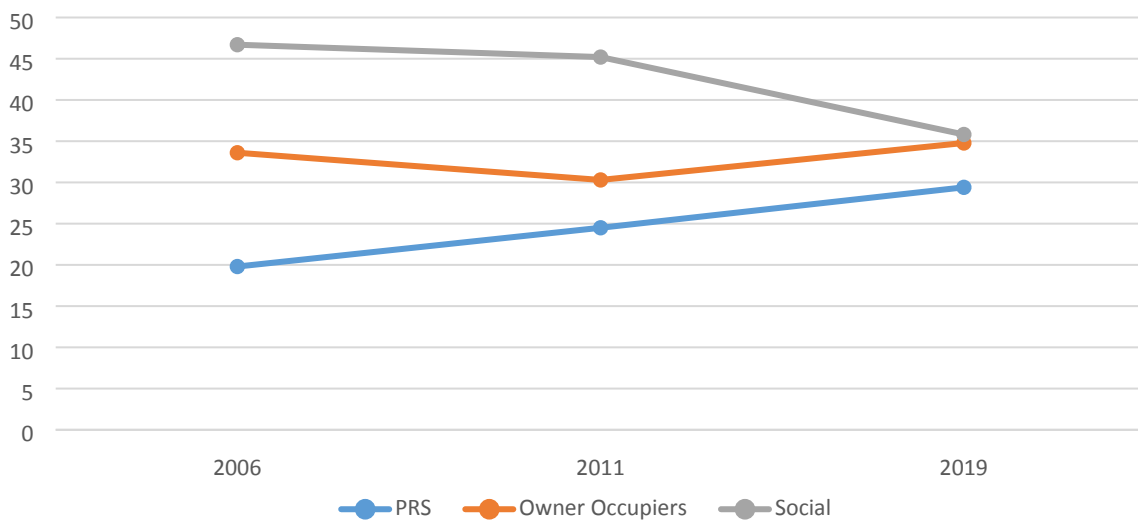


Figure 14. PRS as a percentage of total housing stock, 2006, 2011 & 2019 (Source: ONS & Metastreet).

This increase is part of a nationwide and regional trend. The PRS in the UK has grown from 9.4% of housing stock in 2000 ¹². It is now the second largest housing tenure in England, with a growing number of households renting from a population of around 1.5 million private landlords¹³.

The PRS in Southwark is distributed across all 23 wards (Figure 15). The number of PRS per ward ranges from 3,140 (North Walworth) to 649 (Dulwich Village).

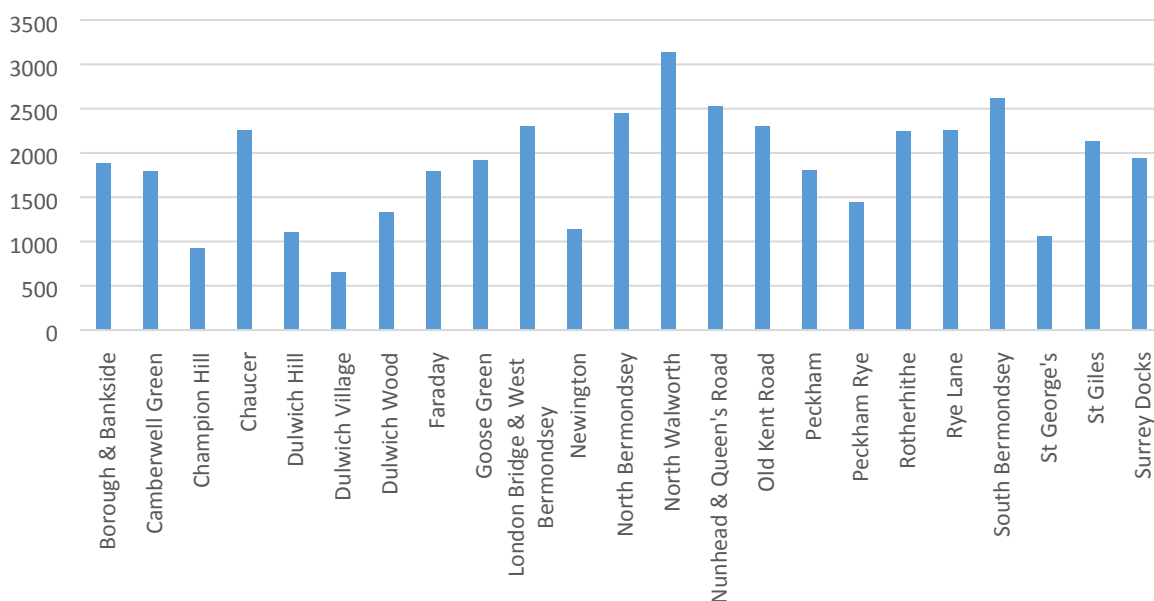


Figure 15. Number of PRS dwellings by ward (Source: Ti 2019).

The percentage of PRS properties in each ward ranges between 38.4% (North Walworth) and 16% (Dulwich Village) (Figure 16). Therefore, 21 out of 23 Southwark wards have a higher percentage PRS than the national average in 2019 (19.4%).

¹² The profile of UK private landlords Scanlon K & Woodhead C CML research. LSE London. December 2017 www.cml.org.uk

¹³ Landlord Licensing. Interim report-overview of the incidence and cost of HMO & discretionary schemes in England. February 2015. www.landlords.org.uk

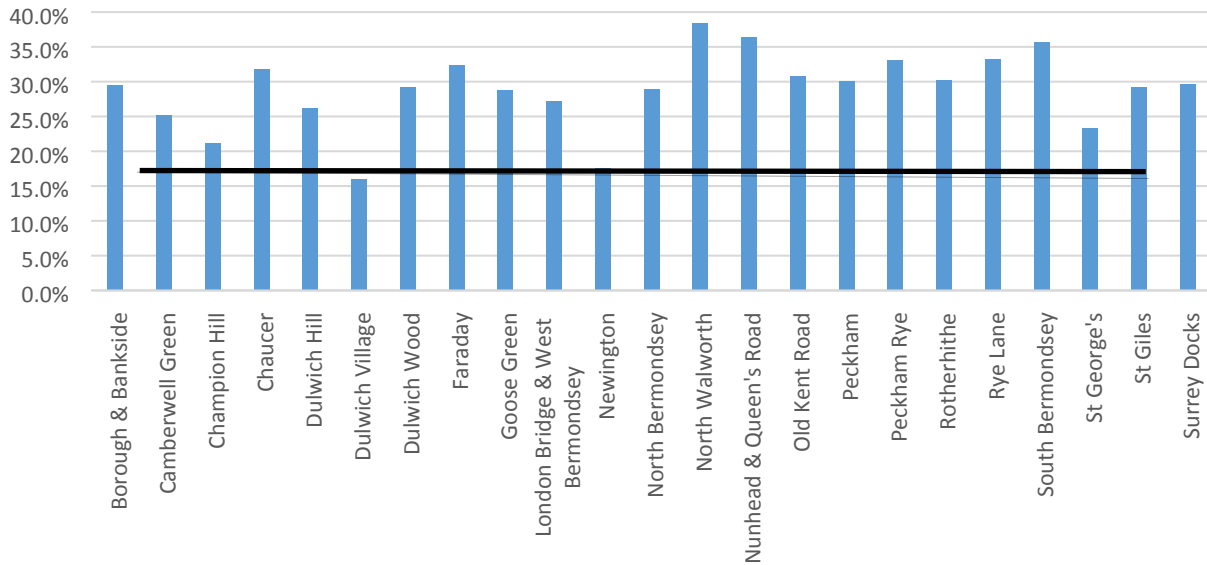


Figure 16. Percentage of PRS dwellings by each ward (Source Ti 2019). Horizontal black line shows national average 2019 (19.4%)

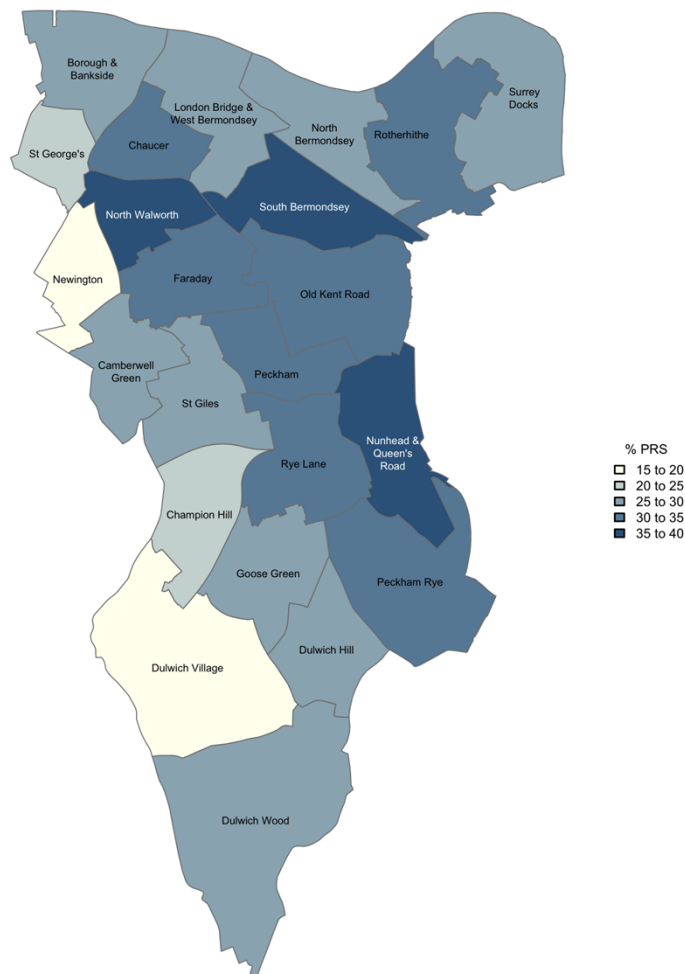
Ward	% PRS	No. PRS
Borough & Bankside	29.5%	1,880
Camberwell Green	25.2%	1,791
Champion Hill	21.2%	924
Chaucer	31.8%	2,254
Dulwich Hill	26.2%	1,102
Dulwich Village	16.0%	649
Dulwich Wood	29.2%	1,326
Faraday	32.4%	1,794
Goose Green	28.8%	1,918
London Bridge & West Bermondsey	27.2%	2,303
Newington	17.6%	1,141
North Bermondsey	28.9%	2,441
North Walworth	38.4%	3,140
Nunhead & Queen's Road	36.5%	2,523
Old Kent Road	30.8%	2,297
Peckham	30.1%	1,807
Peckham Rye	33.1%	1,438
Rotherhithe	30.3%	2,247
Rye Lane	33.3%	2,258
South Bermondsey	35.7%	2,617
St George's	23.4%	1,055
St Giles	29.2%	2,126
Surrey Docks	29.7%	1,933

Table 1 shows the total PRS in each ward and the percentage PRS compared to the total housing stock.

Ward	% PRS	No. PRS
Borough & Bankside	29.5%	1,880
Camberwell Green	25.2%	1,791
Champion Hill	21.2%	924
Chaucer	31.8%	2,254
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St George's	23.4%	1,055
St Giles	29.2%	2,126
Surrey Docks	29.7%	1,933

Table 1. Percentage and number of PRS properties by ward (Source Ti 2019).

PRS properties are distributed across the borough (Map 2). Dulwich Village (16%) and Newington (17.6%) wards have the lowest concentration of PRS.



Map 2. PRS properties as percentage of dwellings in Southwark (Source: Ti 2019, map by Metastreet).

2.2.2 Housing conditions

Housing conditions are affected by the level of maintenance and quality of repair, the age of the property, thermal efficiency and type of construction. Category 1 hazards have a physiological or psychological impact on the occupant and may result in medical treatment.¹⁴

In 2017, 14% of private rented dwellings in England had at least one Category 1 hazard; this was a higher proportion than the average for the total housing stock (11%)¹⁵. It is notable that there is a

¹⁴ Housing Health and Rating System, Operation Guidance, 2006,

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/15810/142631.pdf

¹⁵ MHCLG Private rented sector 2017-18 English Housing survey Headline Report,

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/834603/2017-18_EHS_Headline_Report.pdf

gradient of risk with age of the property, the risk being greatest in dwellings built before 1900, and lowest in the more energy efficient dwellings built after 1980¹⁶.

A council's property age profile can have an impact on housing conditions. Southwark has a high number of residential properties built pre 1900 (Figure 17) ¹⁷.

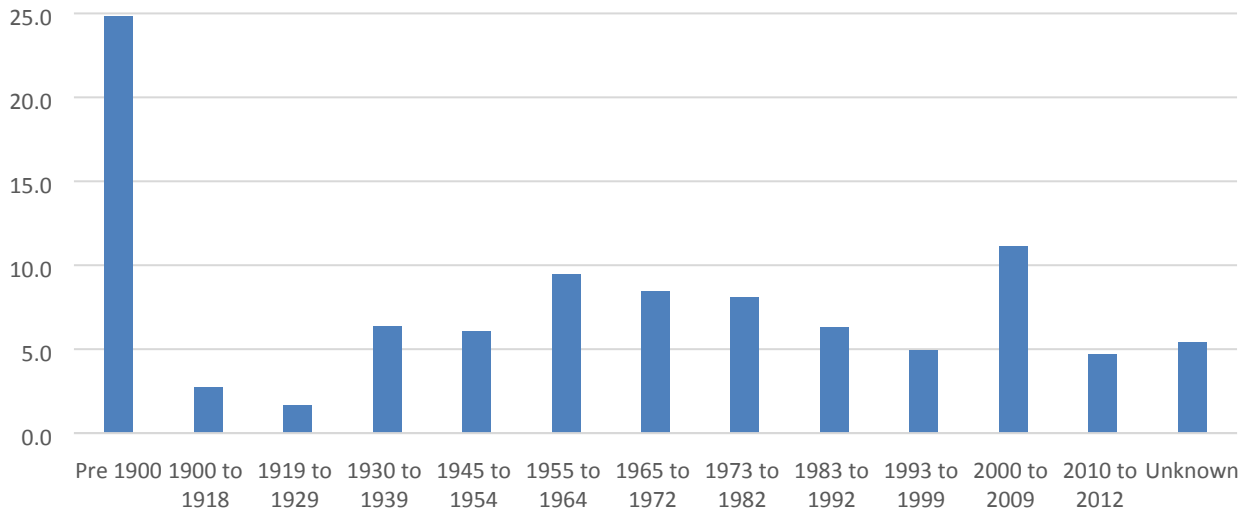
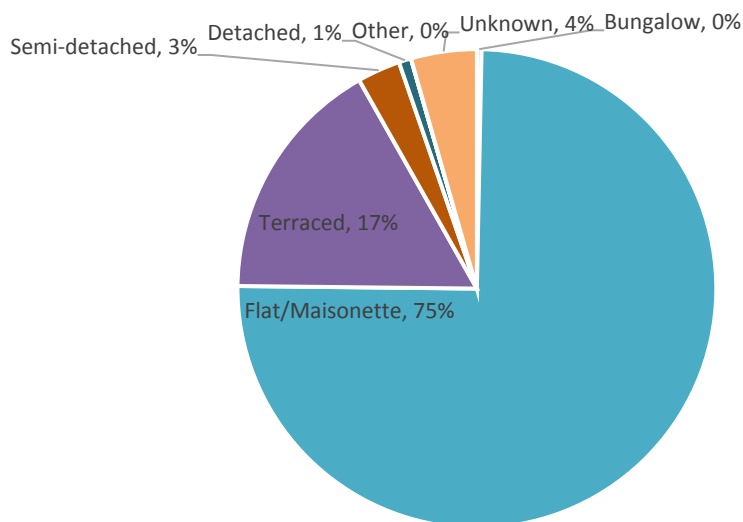


Figure 17. Age profile of Housing stock (%) for all tenures (Source: VOA 2015).

A borough's property type profile offers an indication of housing density, construction type and other social economic indicators. The most common property type flats/maisonette (75%), while bungalows are the least common property type (0.3%) (



¹⁶ Housing Health and Rating System, Operation Guidance, 2006, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/15810/142631.pdf
¹⁷ London data store, VOA <https://data.london.gov.uk/dataset/property-build-period-isoa>

Figure 18).

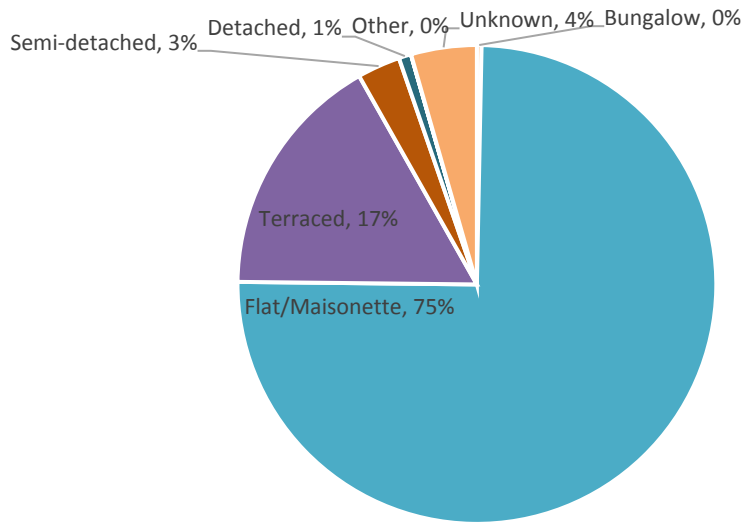


Figure 18. Property type as a percent of total (Source: VOA 2015).

Using a sample of properties that are known to have at least one serious housing hazard (Category 1, HHSRS), it is possible to predict the number of PRS properties with at least one serious hazard across the borough (Figure 19).

There are 8,497 private rental properties in Southwark that are likely to have a serious home hazard (Category 1, HHSRS). PRS properties with serious hazards are distributed across the borough. Nunhead & Queen's Road (578) and North Walworth (570) have the highest number of properties with at least one Category 1 hazard.

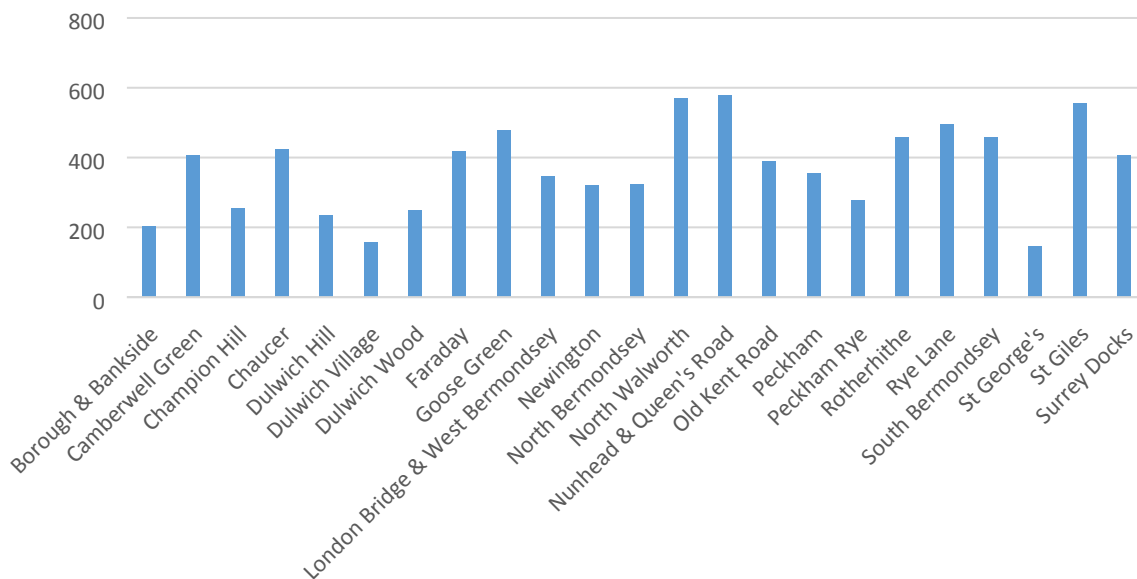
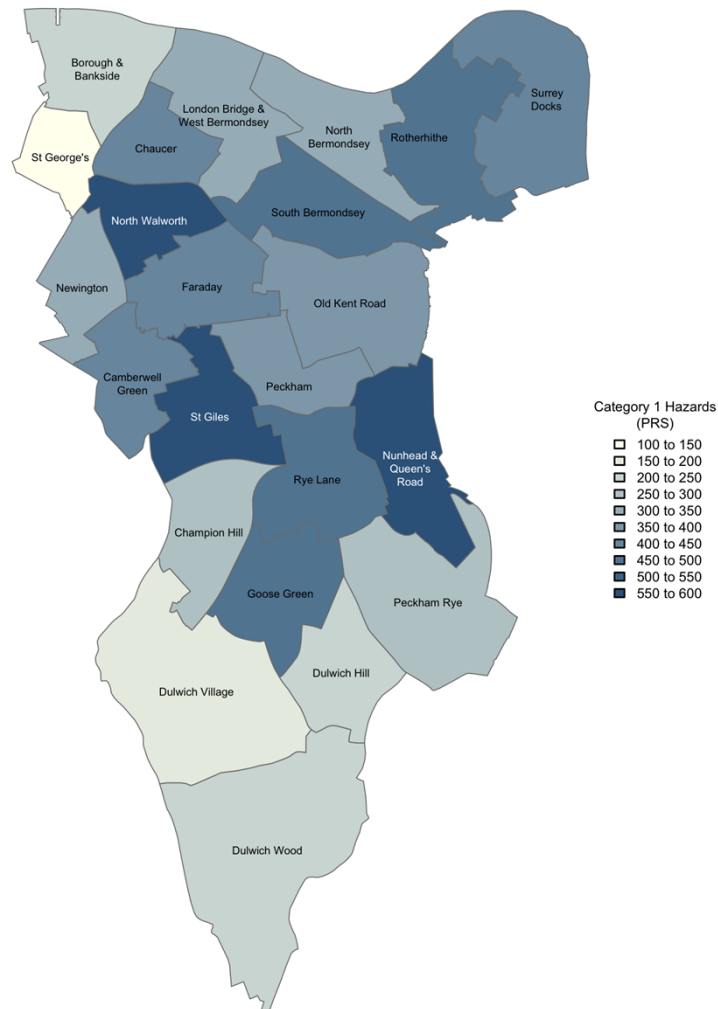


Figure 19. Predicted number of Category 1 hazards by ward (Source: Ti 2019).

Category 1 hazards in the PRS are distributed across the whole borough. Concentrations of properties with serious hazards can be found in the central and northern wards.



Map 3. Distribution of PRS properties with category 1 hazards (Source: Ti 2019, map by Metastreet).

The rates of Category 1 hazards per 1,000 PRS properties reveals a wide distribution across Southwark (Figure 20). Although Dulwich Village and Newington wards have the smallest PRS populations, they have high rates of PRS properties with Category 1 hazards.

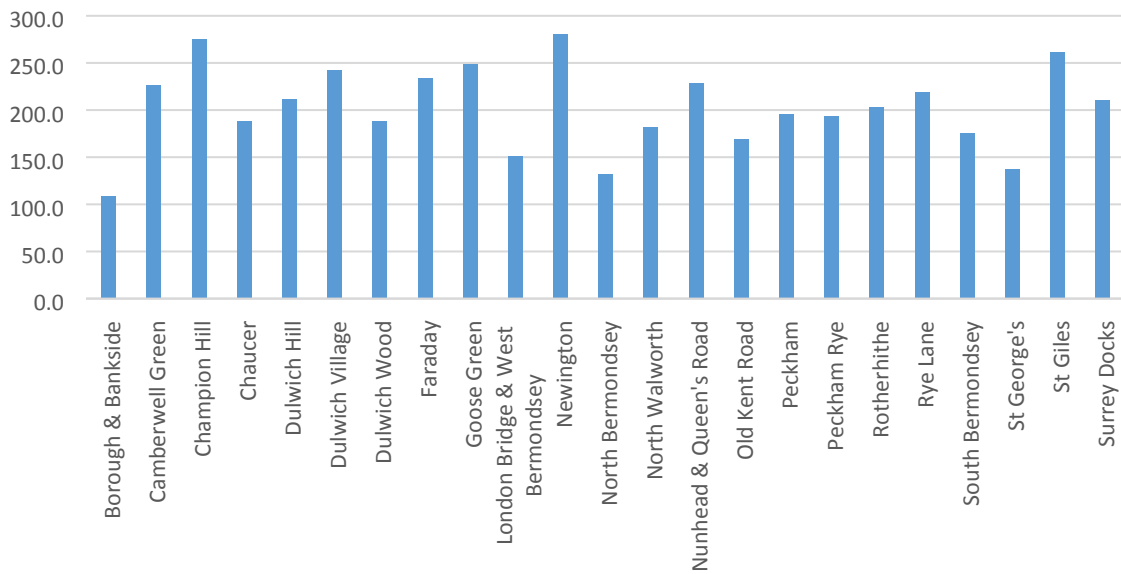


Figure 20. Rates per 1,000 PRS properties of predicted Category 1 hazards by ward (Source: Ti 2019).

Complaints made by PRS tenants to the council about poor property conditions and inadequate property management are a direct indicator of low quality PRS. Southwark received 1,848 complaints from tenants over a 5-year period.

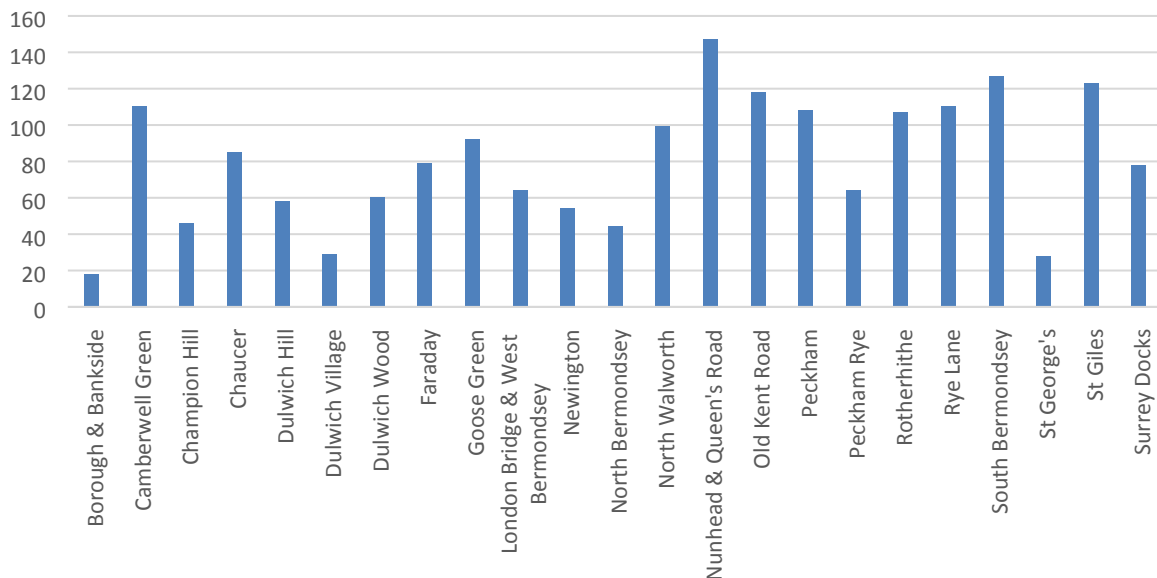


Figure 21. PRS disrepair complaints made by private tenants to the Council (2016-19) (Source Ti 2019)

An EPC rating is an assessment of a property's energy efficiency. It's primarily used by buyers or renters of residential properties to assess the energy costs associated with heating a house or flat. The rating is from A to G. A indicates a highly efficient property, G indicates low efficiency.

The energy efficiency of a dwelling depends on the thermal insulation of the structure, on the fuel type, and the size and design of the means of heating and ventilation. Any disrepair or dampness to the dwelling and any disrepair to the heating system may affect their efficiency. The exposure and orientation of the dwelling are also relevant.

As part of this project 11,869 EPC ratings were matched to PRS properties (Figure 22). All figures have been modelled from this this group.

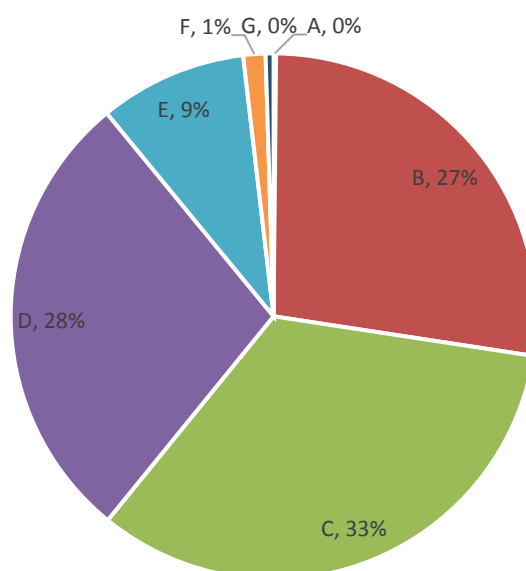


Figure 22. Distribution of Energy Performance Certificate ratings in PRS (Rating A-G) (Source: Ti 2019).

The Minimum Energy Efficiency Standard (MEES) came into force in England and Wales on 1 April 2018. The regulation applies to PRS properties and mandates that all dwellings must have an EPC rating of E and above to be compliant. It has been calculated using the matched addresses that 11% of PRS properties in Southwark have an E, F, and G rating. 2% of PRS properties have an F and G rating (Figure 22). Extrapolated to the entire PRS, 790 PRS properties are likely to fail the MEES statutory requirement.

The statistical evidence shows that there is a continuous relationship between indoor temperature and vulnerability to cold-related death¹⁸. The colder the dwelling, the greater the risk. The percentage rise in deaths in winter is greater in dwellings with low energy efficiency ratings. There is a gradient of risk with age of the property, the risk being greatest in dwellings built before 1850, and lowest in the more energy efficient dwellings built after 1980¹⁹. Therefore, the sizeable number of F and G properties present a serious risk to the occupants' health, particularly if over the age of 65.

2.2.3 PRS enforcement interventions by council

Southwark uses a range of proactive regulatory interventions to address poor housing standards in the PRS. These are often as a result of a complaint being made by a tenant or local intelligence. Over a 5-year period (2014-19) this resulted in 609 housing notices served to address hazards (Figure 23).

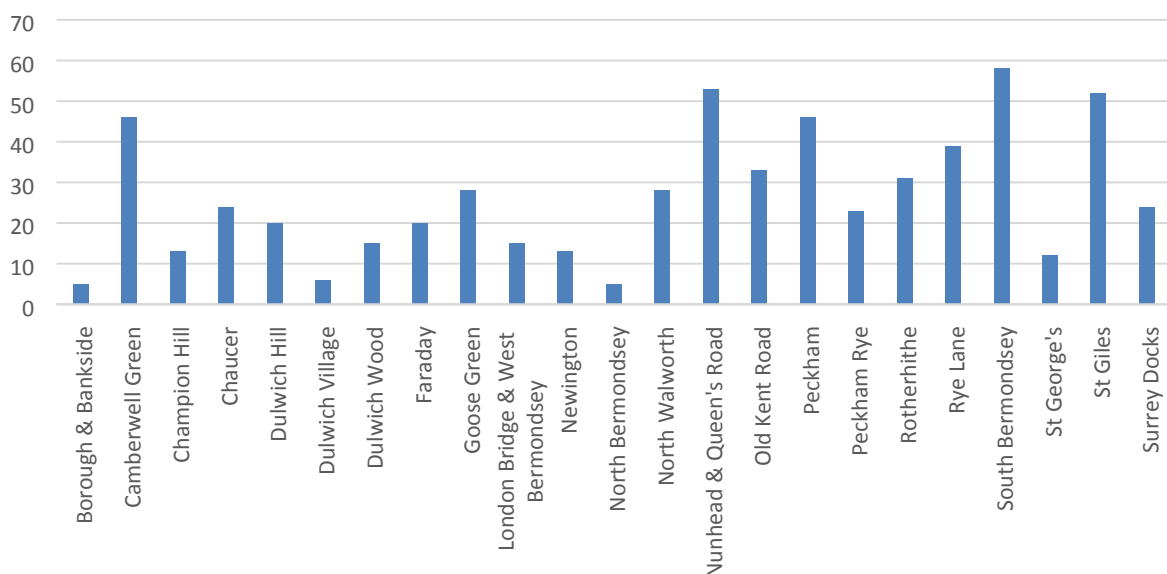


Figure 23. Housing notices served on PRS properties by ward (Source: Ti 2019).

Part of the housing conditions review is to report on council intervention and service requests in the private rented sector. These include proactive and reactive inspections of residential properties by council officers to identify poor housing standards. Property licensing has been used in Southwark in a targeted way to maximise the effectiveness of housing interventions.

¹⁸ Housing Health and Rating System, Operation Guidance, 2006

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/15810/142631.pdf

¹⁹ Housing Health and Rating System, Operation Guidance, 2006

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/15810/142631.pdf

Southwark made 14,570 interventions in PRS properties across a range of services over a 5-year period, this was made up of proactive inspections and inspection after receiving a complaint or service request related to ASB. North Walworth (1,126) and St. Giles (970) received the greatest number of council service requests relating to PRS housing (Figure 24 & Map 4).

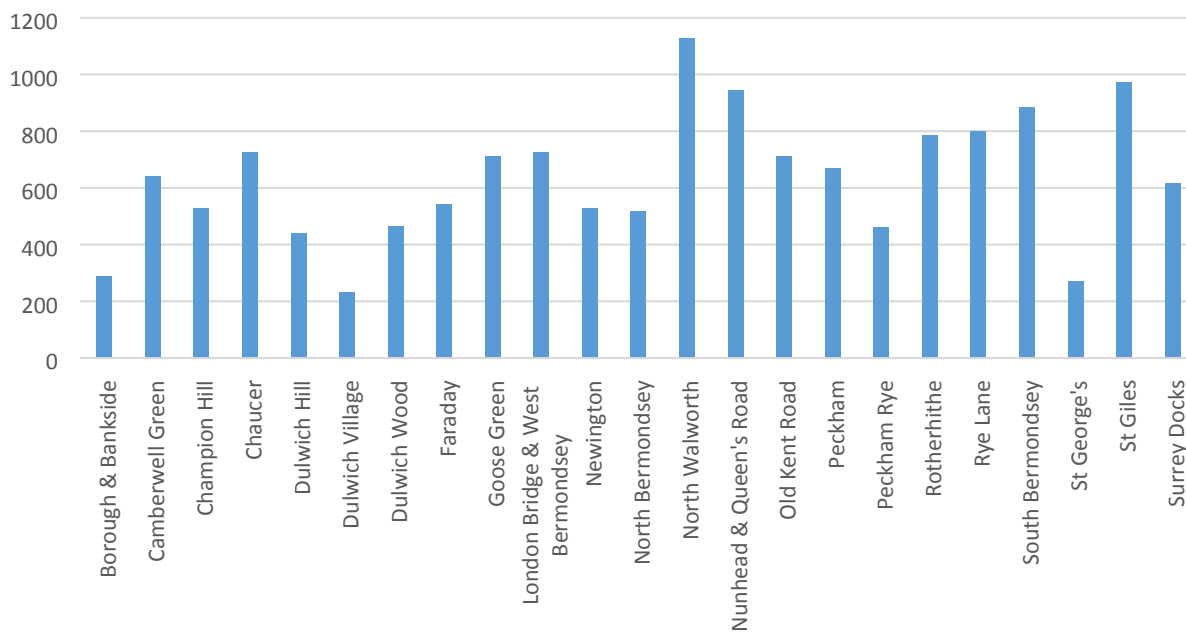
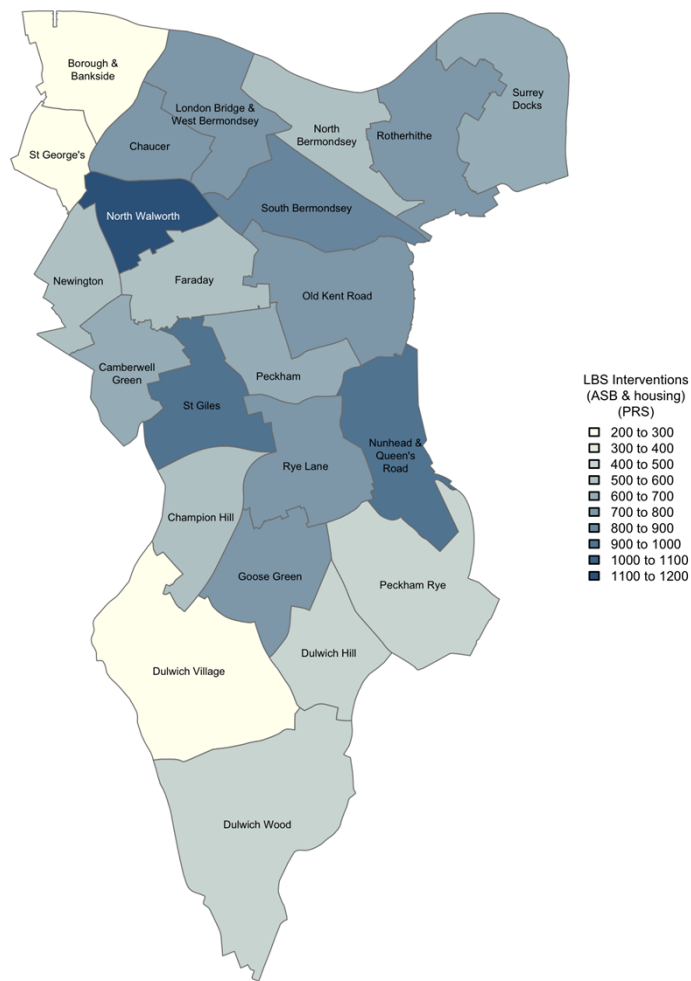


Figure 24. PRS interventions by ward (Source: Ti 2019).



Map 4. Distribution of PRS interventions (Source: Ti 2019, Map by Metastreet).

2.2.4 Anti-social behaviour (ASB)

The number of ASB incidents that resulted in an intervention by the council are shown below. They relate to ASB associated with residential premises only. For example, ASB incidents investigated on a street corner that cannot be linked to a residential property are excluded.

Rates of ASB investigations in the social sector are higher than other tenures (Figure 25). PRS properties are 61 times more likely have an ASB incident compared to owner occupied properties. HMOs (as a subset of PRS) have the highest rates of all tenures.

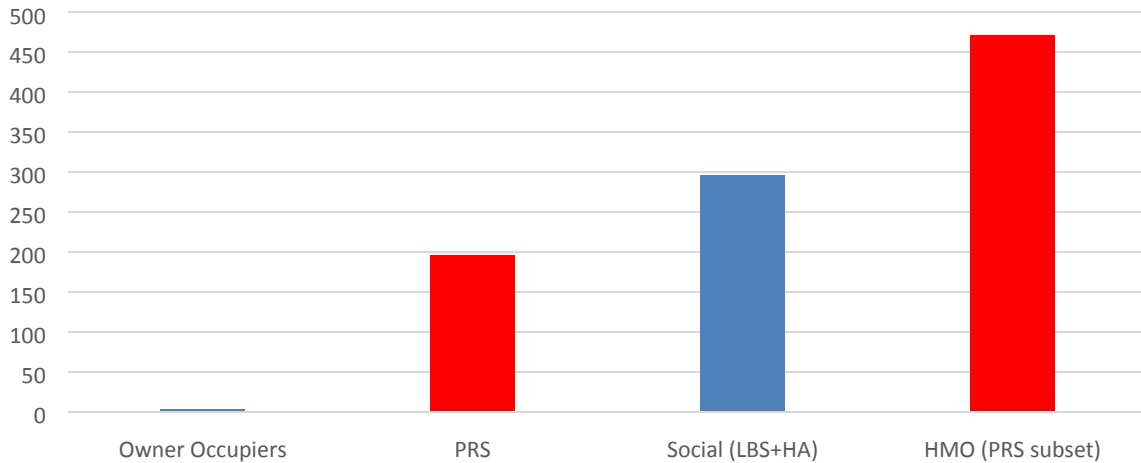


Figure 25. ASB rates per 1000 dwellings by tenure (Source: Ti 2019).

There are high levels of ASB linked to private rented properties across the borough (Figure 26). Over a 5-year period (2014-19), 8,431 ASB incidents have been recorded. Nunhead & Queen's Road (571) has the highest levels and St George's (154) has the lowest level of PRS ASB incidents.

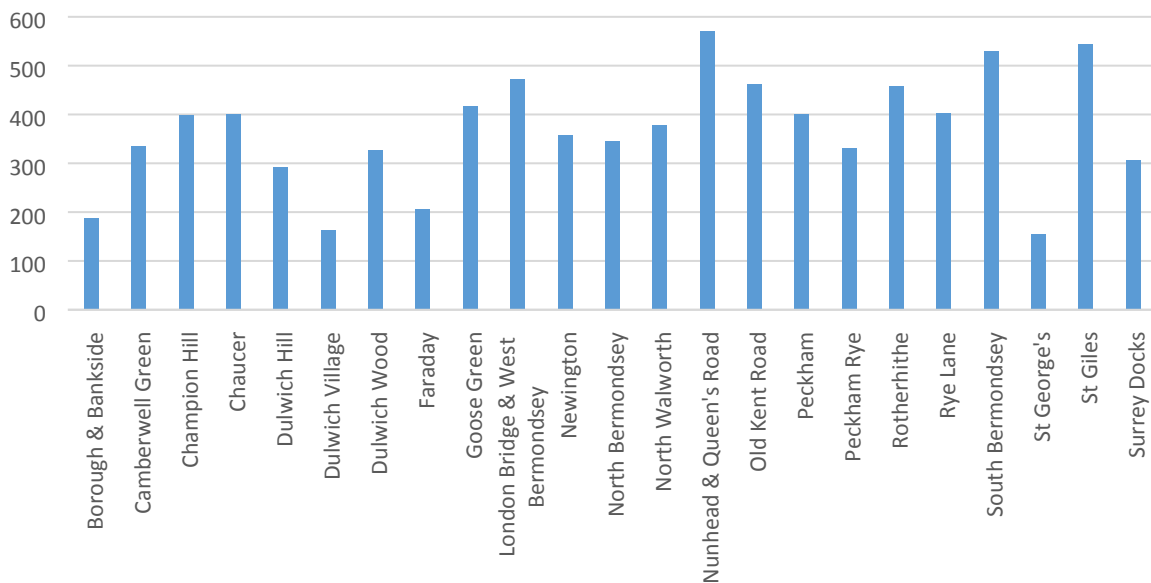


Figure 26. Number of ASB incidents linked to PRS by ward (Source Ti 2019).

ASB in the PRS expressed as incidents per 1000 dwellings, shows a wider distribution across all wards (Figure 27). Using this measure, Champion Hill (431 per 1000) and Newington (313 per 1000) wards have the greatest number of ASB incidents proportional to the size of the PRS.

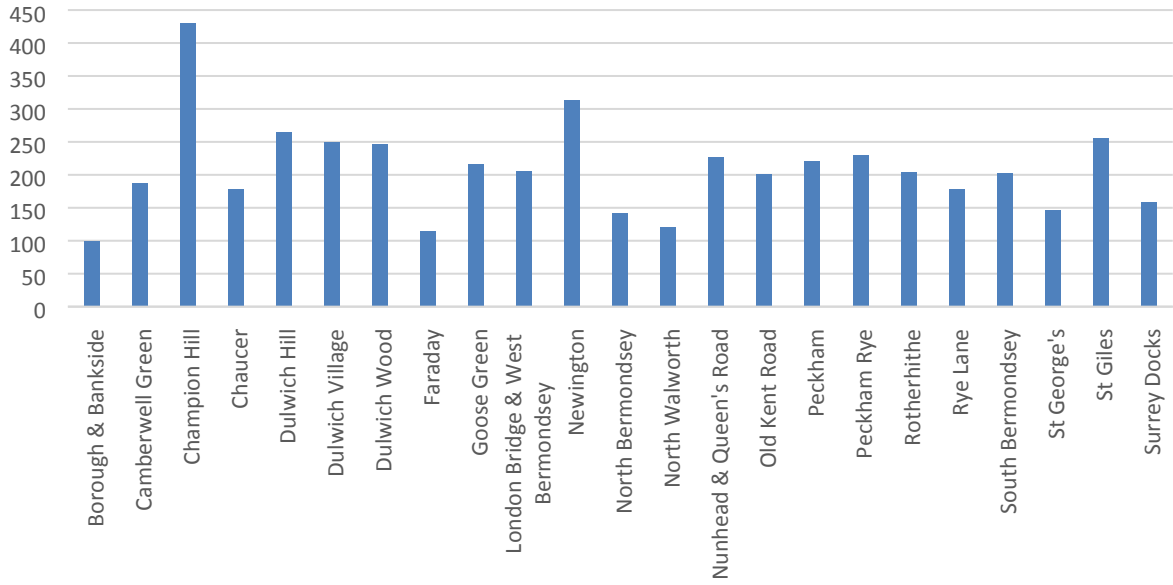
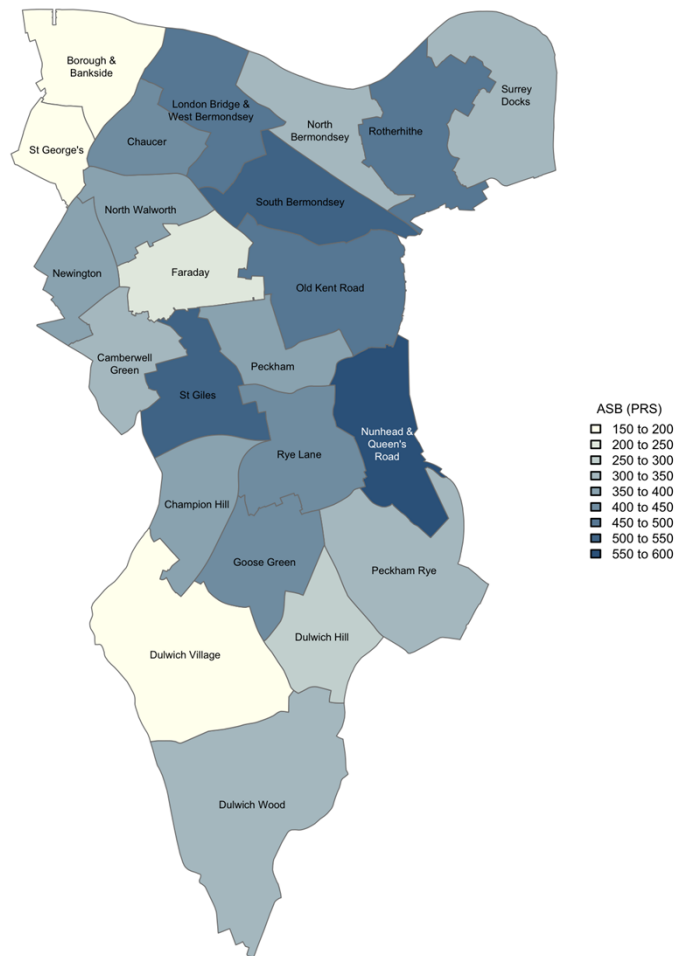


Figure 27. ASB incidents linked to PRS per 1000 properties by ward (Source: Ti 2019).



Map 5. Distribution of ASB linked to PRS properties (Source: Ti 2019, Map by Metastreet).

Recorded ASB investigations in the PRS have been split into two types. Noise (96%) and other ASB (4%) (Figure 28). Other ASB category includes, verbal abuse, harassment, intimidation, nuisance animals, nuisance vehicles, drugs cultivation and substance misuse, domestic violence, rubbish and fly tipping. All incidents are directly linked to a PRS property.

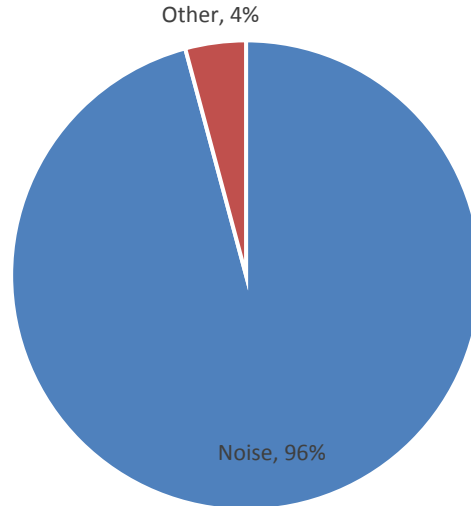


Figure 28. Types of ASB linked to PRS properties (Source: Ti 2019).

2.2.5 PRS and financial vulnerability

Housing benefit payments related to the PRS can be an indicator of financially vulnerable households and deprivation. Southwark processed 10,020 housing benefit claims relating to unique PRS households between 2014-2019 (Figure 29). Housing benefit applications are distributed across all wards.

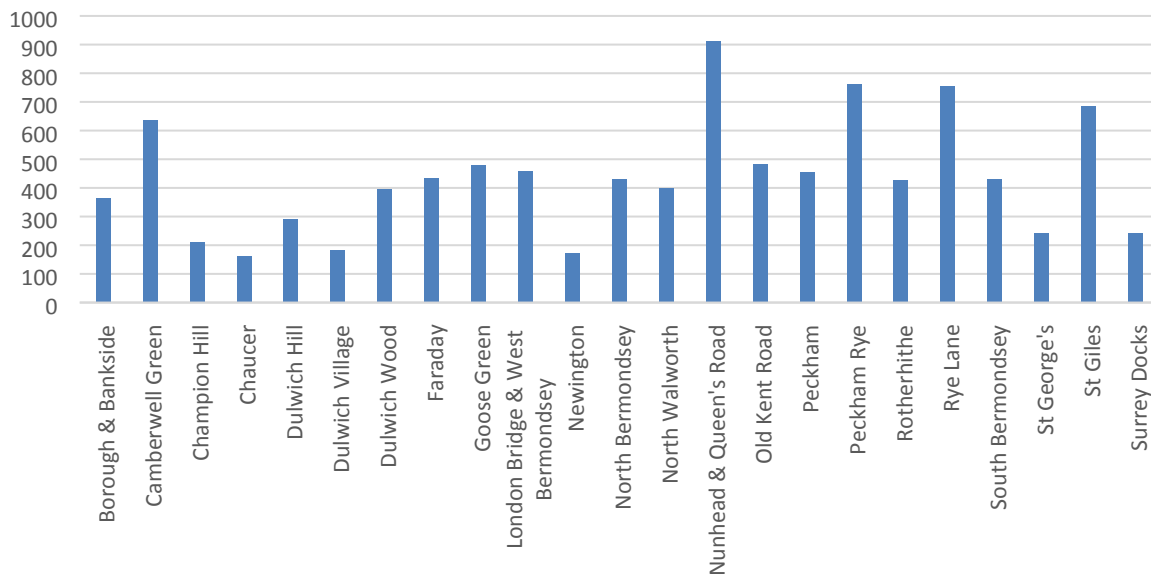


Figure 29. PRS housing benefit payments by ward (Source: Ti 2019).

2.3 Results - Houses in Multiple Occupation

Houses in Multiple Occupation (HMO) are a sub-set of properties within the PRS and represent the cheapest rental accommodation; rented by room with the sharing of amenities (usually kitchen/bathroom). The Housing Act 2004 defines HMOs as a “dwelling of 3 or more persons not forming a single household”. This definition has been used for the purposes of this report.

2.3.1 Population and distribution

HMOs are the cheapest form of private housing available and have traditionally been occupied by single adults. Pressure on affordable housing and higher rates of homelessness has driven up demand for this type of dwelling. Greater demand has resulted in growth in this sector across London over the last decade.

The total number of predicted HMOs across 23 wards is 5,031 properties (Figure 30). North Walworth has the highest concentration of HMOs (575).

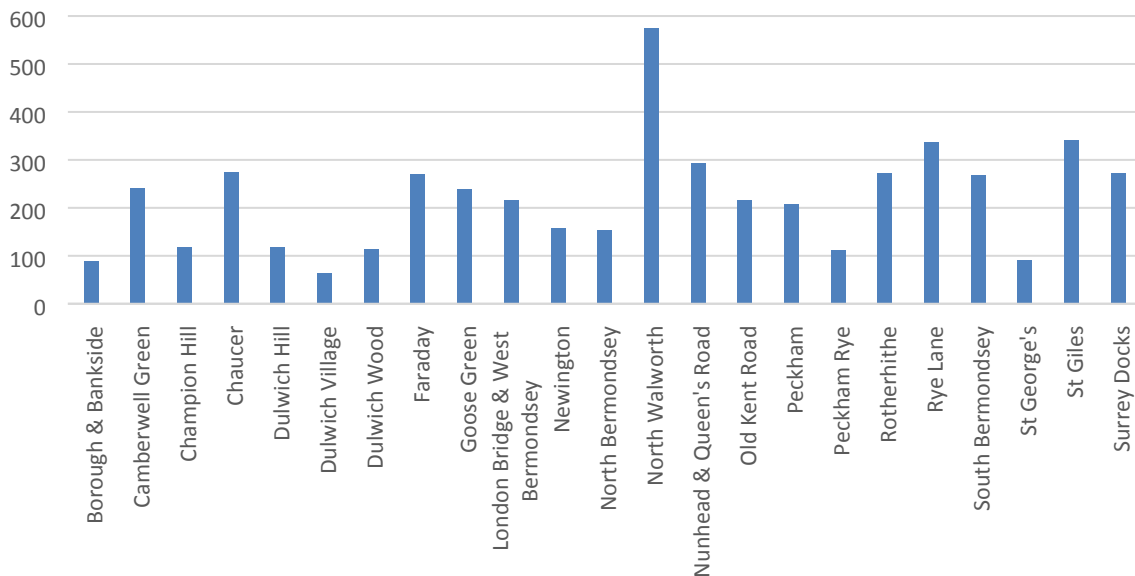
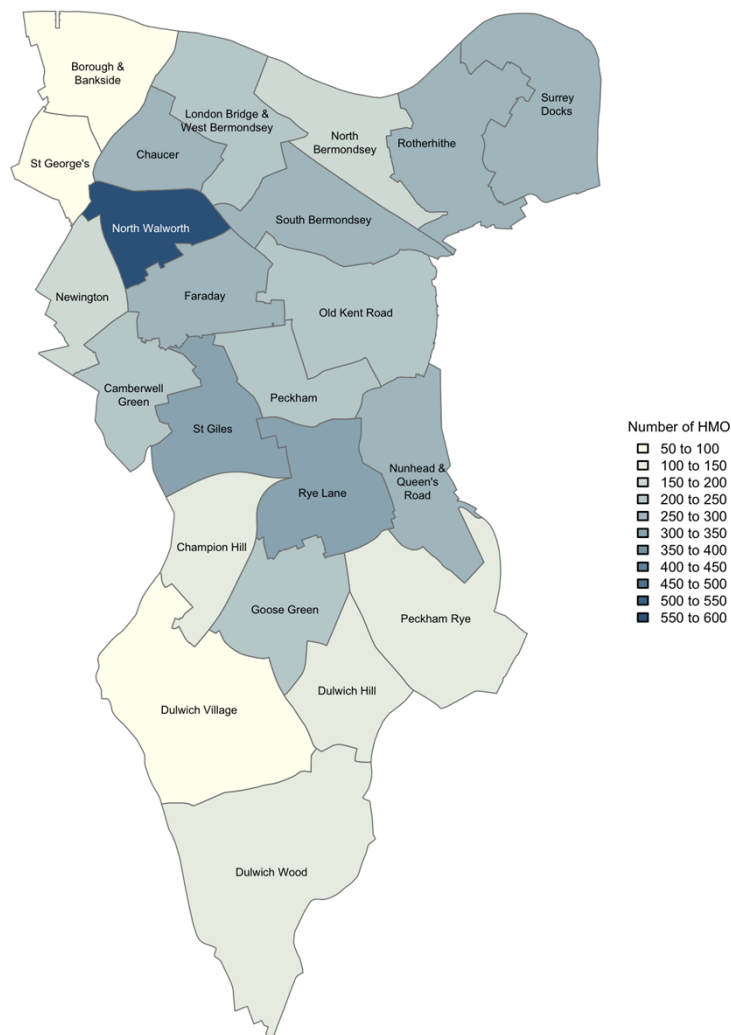


Figure 30. Number of HMOs by ward (Source Ti 2019)



Map 6: Distribution of HMOs (Source Ti 2019, map by Metastreet)

2.3.2 HMO & Housing conditions

HMOs have some of the poorest housing conditions of any tenure. Analysis shows that 4,342 of 5,031 (86.3%) HMOs in Southwark are predicted to have serious hazards (Category 1 HHSRS). HMOs are generally at higher risk of fire, disrepair and overcrowding.

The number of Category 1 hazards is highest in HMOs in North Walworth (322) (Figure 31). All wards have HMOs with Category 1 hazards.

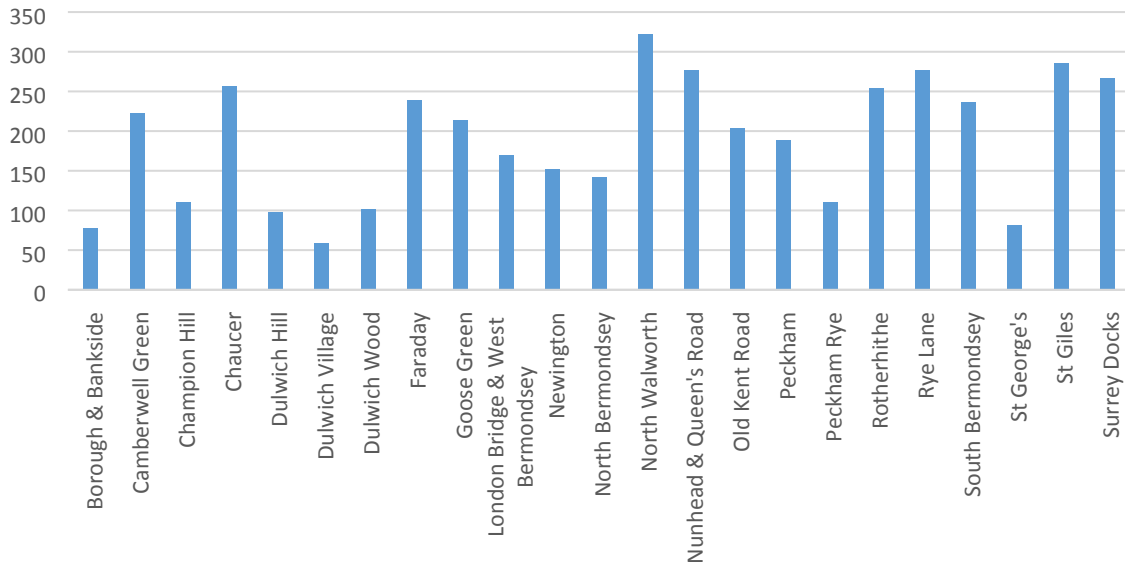
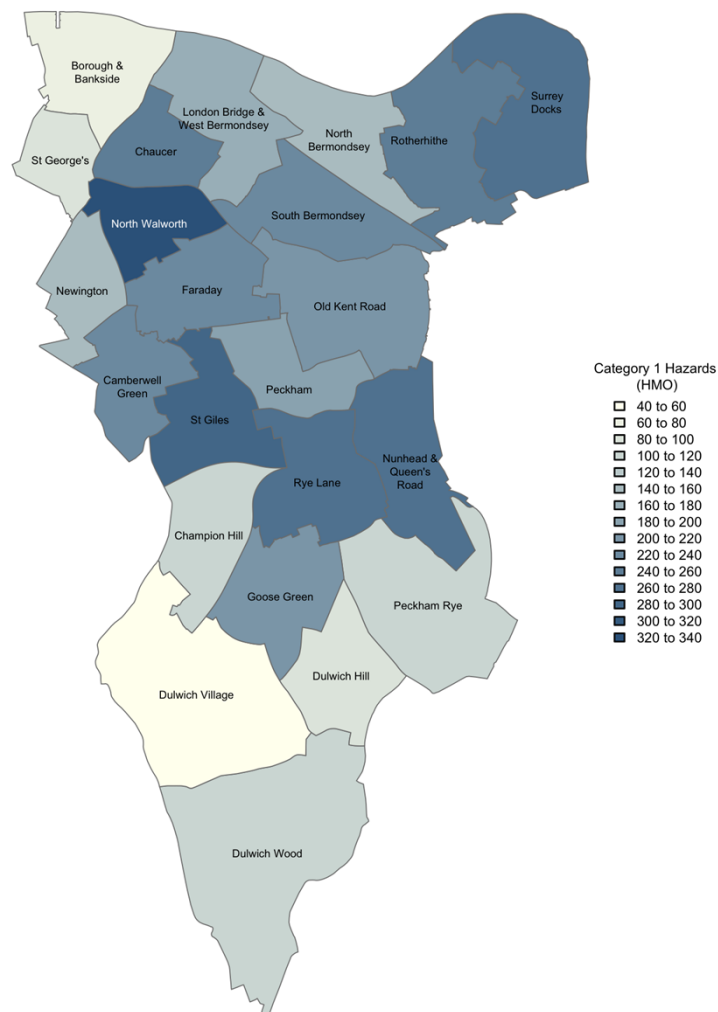


Figure 31. Predicted number of HMO with Category 1 hazards by ward (Source Ti 2019).



Map 7: Distribution of HMOs with Category 1 hazards (Source Ti 2019, map by Metastreet)

Figure 32 shows the level of service demand that HMOs place on the council, inspections and enforcement interventions to tackle housing hazards. 1,391 service requests relating to private housing were received over a 5-year period. This illustrates the large demand and costs that HMOs can place upon council services

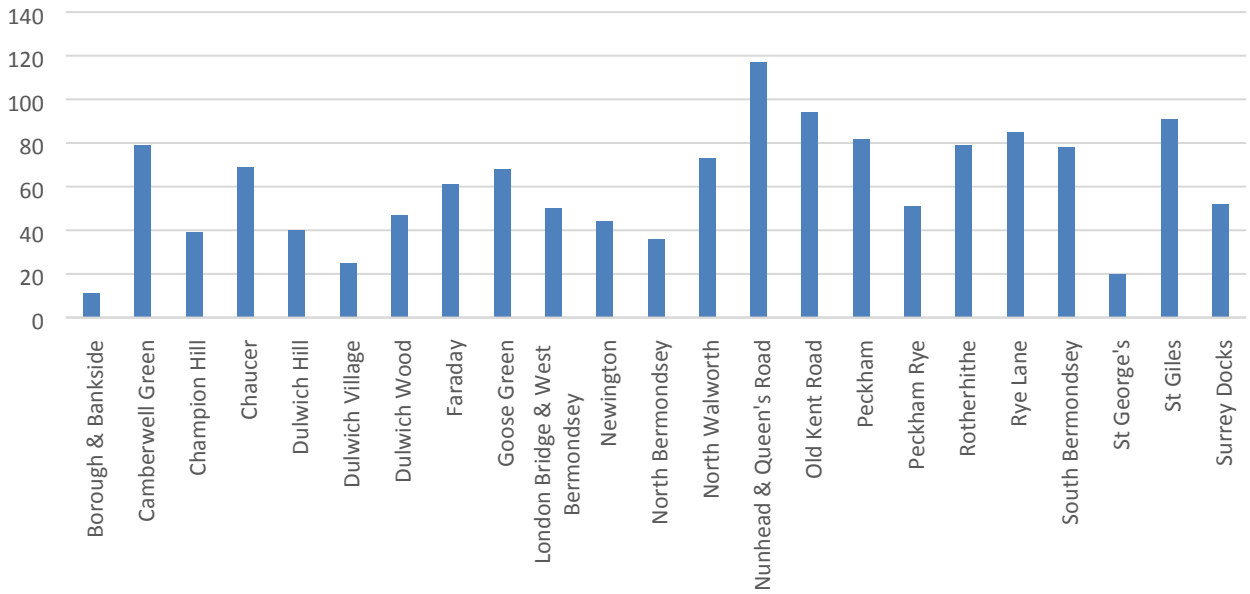


Figure 32. Service requests and interventions by ward linked to HMOs per 100 properties (Source Ti 2019).

Service requests and interventions linked to HMOs are distributed across all wards, Nunhead & Queen’s Road has 117 incidents per 100 properties (Figure 33).

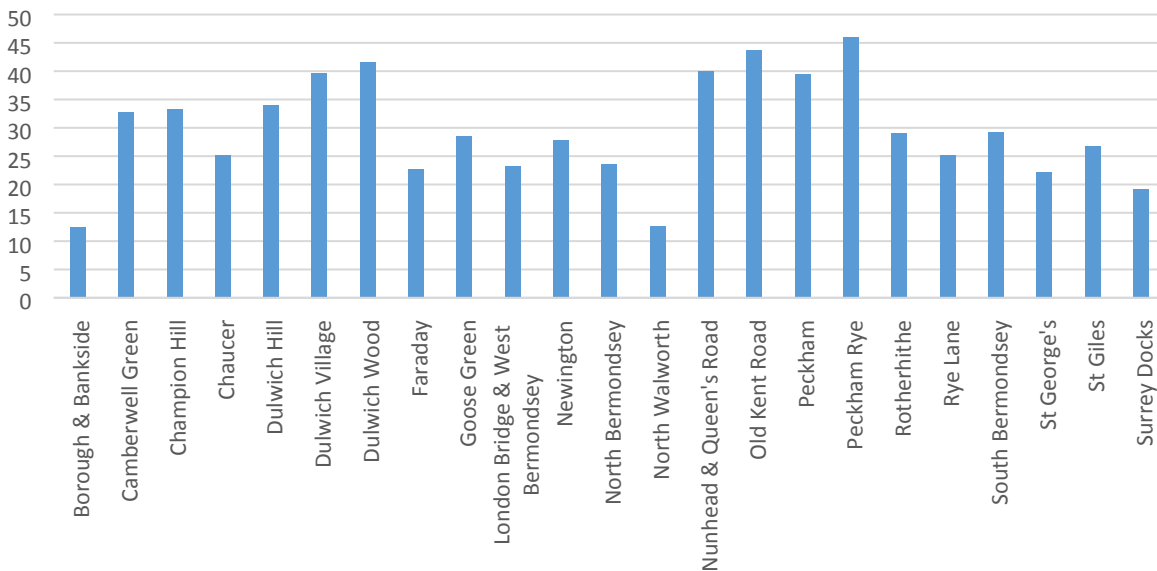


Figure 33. Rates of HMOs service requests and interventions made to council by ward per 100 properties (Source Ti 2019).

2.3.3 HMO & Anti-Social Behaviour

Figure 34 shows the number of ASB incidents associated with HMO premises (commercial and ASB incidents not linked to residential premises are excluded from these figures). ASB incidents investigated include; noise, verbal abuse, harassment, intimidation, nuisance animals, nuisance vehicles, drug cultivation and substance misuse, domestic violence, rubbish and fly tipping.

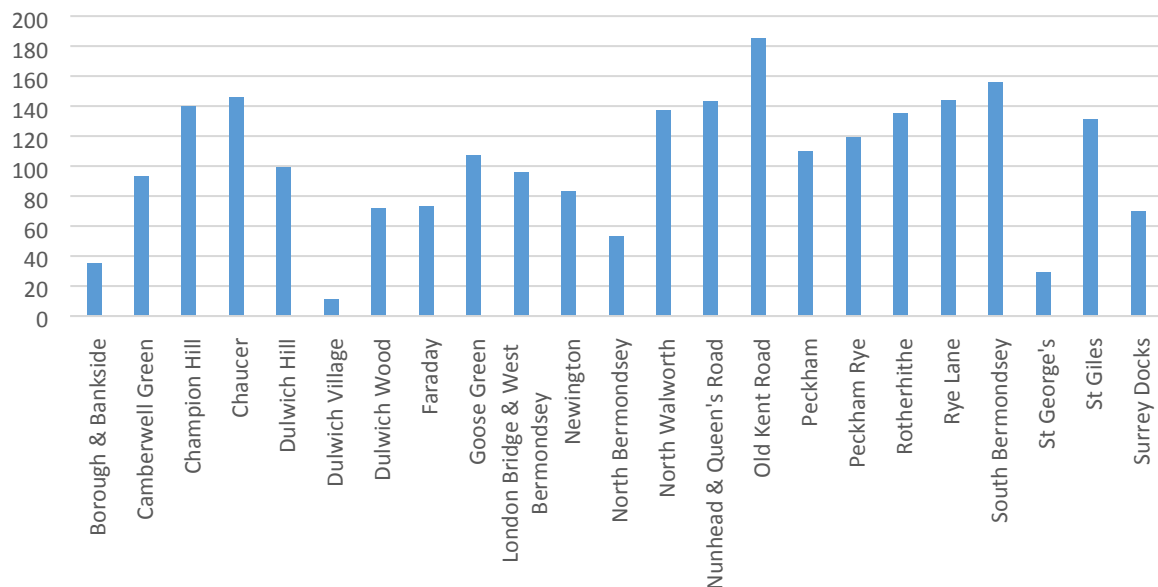


Figure 34. Number of ASB incidents linked to HMOs by ward (Source Ti 2019).

High level of ASB can be used as a proxy indicator of poor property management. HMO properties often have higher levels of transience which can result in higher waste production and ASB by tenants.

ASB incidence rates per 100 HMOs range between 120 (Champion Hill) and the lowest rates 17 (Dulwich Village). However, it also shows that ASB linked to HMOs occurs across all wards (Figure 35).

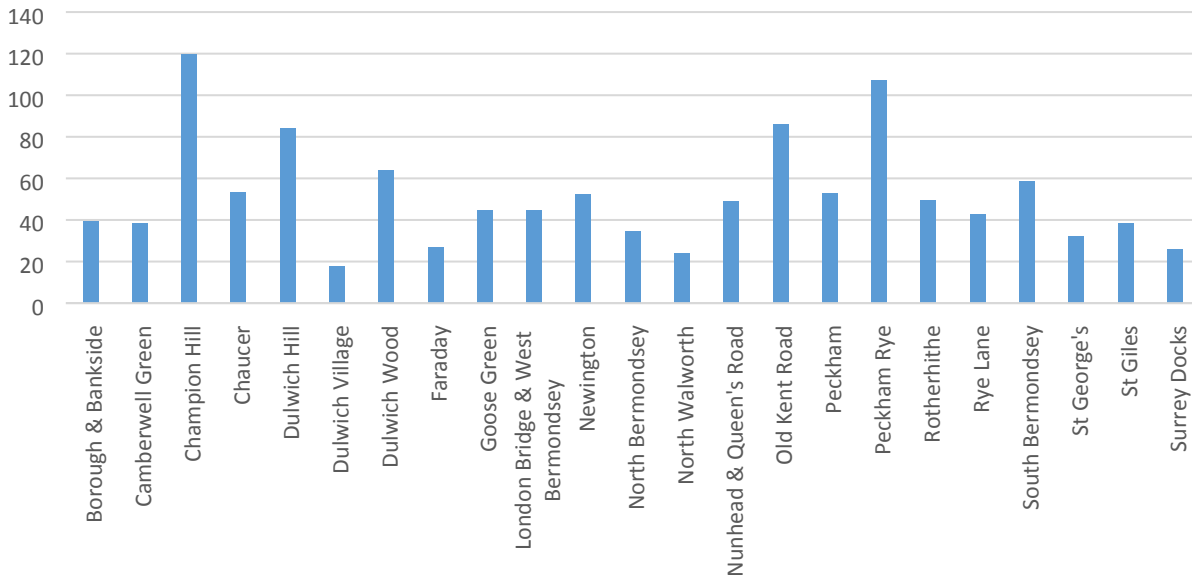
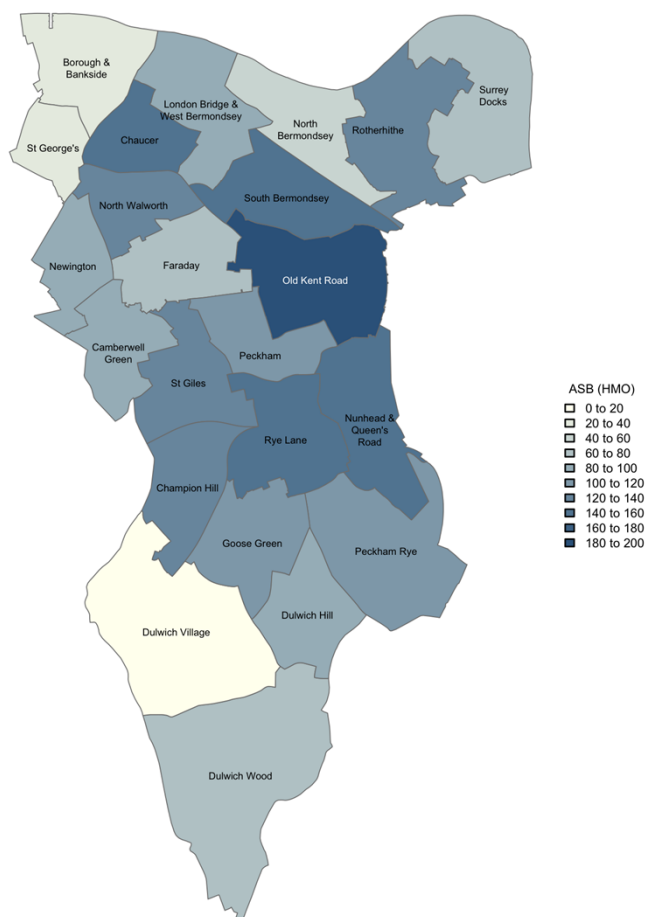


Figure 35. ASB linked to HMOs per 100 properties by ward (Source Ti 2019).



Map 8: Distribution of HMOs with ASB (Source Ti 2019, map by Metastreet)

3 Policy Context

3.1 PRS Strategy - London

Rapid PRS growth has been seen across London over the last 15 years. The policy response has generally been for greater regulation of the market through property licensing to mitigate some of the concerns that accompany large and growing PRS populations, including HMOs (Table 2).

Table 2. Overview of the PRS and property licensing across London.

Borough	No. PRS	% PRS	Selective Licensing (Y/N)	Additional Licensing (Y/N)	Notes
L.B. Haringey	43,775	40.2%	No	Yes	Additional licensing introduced in 2019 borough wide
L.B Newham	52,000	47%	Yes	Yes	Borough wide additional and selective licensing introduced in 2013, renewed in 2017 excluding Olympic Park area.
L.B. Havering	30,215	29%	No	Yes	Additional licensing introduced in 2018 in 12 of 18 wards
L.B. Croydon	58,585	35.6%	Yes	No	Borough wide selective licensing, due for renewal in 2020
L.B. Enfield	43,500	34%	No	No	Currently proposing a borough wide additional licensing and large selective scheme
L.B Barking and Dagenham	21,000	28%	Yes	No	Borough wide selective licensing introduced in 2014, Renewed in 2019
L.B. Waltham Forest	38,000	39%	Yes	No	Borough wide licensing introduced in 2015, currently under renewal
Westminster C.C.	55,784	44%	No	No	Currently no discretionary property licensing
L.B. Redbridge	30,000	30%	Yes	Yes	Borough wide additional and 78% Selective introduced in 2016

L.B. Islington	25,217	27%	No	No	Proposed borough wide additional and ward based selective
L.B. Brent	35,000	32%	Yes	Yes	Borough wide additional, ward based selective
L.B Camden	NA	32.2%	No	Yes	Borough-wide additional licensing
L.B Southwark	42,964**	29.4%	Yes	Yes	Borough wide additional, area based selective
L.B. Hammersmith & Fulham	NA	33%	Yes	Yes	Borough wide additional, area based selective

*Additional licensing - relates to small HMOs only (3 & 4 person) **Selective licensing - related to all private single-family dwellings ** Figures updated by this report

4 Conclusions

Southwark's PRS has grown steadily in recent years, from 19.8% (2006) to 29.4% (2019). The PRS in Southwark is distributed across all 23 wards (Figure 15 & Map 2).

There are a total of 146,112 residential properties in Southwark, 29.4% (42,964) of which are PRS, 34.8% (50,821) are owner occupied and 35.8% (52,327) socially rented (Figure 13).

Poor housing conditions are prevalent in the PRS. **8,497** PRS properties are predicted to have at least 1 serious hazard (Category 1, HHSRS). This represents 19.7% of the PRS stock, higher than the national average (14%). (Figure 19).

There are significant levels of ASB linked to private rented properties across the borough (Figure 26). Over the last 5-years, 8,431 ASB incidents in the PRS have been recorded. PRS properties are significantly more likely have an ASB incident compared to owner occupied properties. Most ASB incidents are domestic noise.

Southwark Council makes significant numbers of PRS interventions. (Figure 24 & Map 3). Council officers carried out 14,570 interventions in PRS properties over a 5-year period, this was made up of proactive visits and inspection after receiving a complaint. This resulted in 609 housing and public health notices. (Figure 23).

11% of PRS properties in Southwark have an E, F, and G rating. 2% of PRS properties have an F and G rating (Figure 22). Extrapolated to the entire PRS, 790 PRS properties are likely to fail the MEES statutory minimum requirement.

Southwark has some of the highest statutory homelessness rates in London (ranked 6, Figure 11). Southwark faces challenges relating to IMD, with 16 of 23 wards have aggregated IMD rankings below the national average. However, Southwark has better than average scores for evictions from rented property.

Southwark has 5,031 properties predicted to be HMOs (Figure 30 & Map 6). HMOs are distributed across all wards. HMOs as a subset of the PRS in Southwark have higher rates of ASB and Category 1 hazards.

Appendix 1 – Ward summaries**Table 3. Ward summary overview (Source Ti 2019).**

Ward	Summary (All council data is 5 consecutive years, from April 2014 – March 2019)	
Borough & Bankside	Total residential stock	6381
	% PRS	29.5%
	No. PRS	1,880
	No. ASB incidents	188
	No. Category 1 hazards	204
Camberwell Green	Total residential stock	7,115
	% PRS	25.2%
	No. PRS	1,791
	No. ASB incidents	335
	No. Category 1 hazards	405
Champion Hill	Total residential stock	4,364
	% PRS	21.2%
	No. PRS	924
	No. ASB incidents	398
	No. Category 1 hazards	254
Chaucer	Total residential stock	7,090
	% PRS	31.8%
	No. PRS	2254
	No. ASB incidents	401
	No. Category 1 hazards	424
Dulwich Hill	Total residential stock	4,211
	% PRS	26.2%
	No. PRS	1,102
	No. ASB incidents	292
	No. Category 1 hazards	233
Dulwich Village	Total residential stock	4,059
	% PRS	16.0%
	No. PRS	649
	No. ASB incidents	162
	No. Category 1 hazards	157
Dulwich Wood	Total residential stock	4,546
	% PRS	29.2%
	No. PRS	1,326
	No. ASB incidents	327
	No. Category 1 hazards	249
Faraday	Total residential stock	5,530

	% PRS	32.4%
	No. PRS	1,794
	No. ASB incidents	205
	No. Category 1 hazards	419
Goose Green	Total residential stock	6,668
	% PRS	28.8%
	No. PRS	1,918
	No. ASB incidents	416
	No. Category 1 hazards	477
London Bridge & West Bermondsey	Total residential stock	8,453
	% PRS	27.2%
	No. PRS	2,303
	No. ASB incidents	473
	No. Category 1 hazards	347
Newington	Total residential stock	6,478
	% PRS	17.6%
	No. PRS	1,141
	No. ASB incidents	357
	No. Category 1 hazards	320
North Bermondsey	Total residential stock	8,448
	% PRS	28.9%
	No. PRS	2,441
	No. ASB incidents	345
	No. Category 1 hazards	322
North Walworth	Total residential stock	8,177
	% PRS	38.4%
	No. PRS	3,140
	No. ASB incidents	377
	No. Category 1 hazards	570
Nunhead & Queen's Road	Total residential stock	6,921
	% PRS	36.5%
	No. PRS	2,523
	No. ASB incidents	571
	No. Category 1 hazards	578
Old Kent Road	Total residential stock	7,469
	% PRS	30.8%
	No. PRS	2,297
	No. ASB incidents	461
	No. Category 1 hazards	388
Peckham	Total residential stock	6,003
	% PRS	30.1%
	No. PRS	1,807

	No. ASB incidents	400
	No. Category 1 hazards	354
Peckham Rye	Total residential stock	4,345
	% PRS	33.1%
	No. PRS	1,438
	No. ASB incidents	330
	No. Category 1 hazards	278
Rotherhithe	Total residential stock	7,428
	% PRS	30.3%
	No. PRS	2,247
	No. ASB incidents	457
	No. Category 1 hazards	457
Rye Lane	Total residential stock	6,781
	% PRS	33.3%
	No. PRS	2,258
	No. ASB incidents	402
	No. Category 1 hazards	495
South Bermondsey	Total residential stock	7,331
	% PRS	35.7%
	No. PRS	2,617
	No. ASB incidents	529
	No. Category 1 hazards	459
St George's	Total residential stock	4,513
	% PRS	23.4%
	No. PRS	1,055
	No. ASB incidents	154
	No. Category 1 hazards	145
St Giles	Total residential stock	7,288
	% PRS	29.2%
	No. PRS	2,126
	No. ASB incidents	544
	No. Category 1 hazards	555
Surrey Docks	Total residential stock	6,513
	% PRS	29.7%
	No. PRS	1,933
	No. ASB incidents	307
	No. Category 1 hazards	407

Ward	No. HMOs	No. Category 1 hazards	No. ASB incidents
Borough & Bankside	89	77	35
Camberwell Green	241	222	93
Champion Hill	117	110	140
Chaucer	274	257	146
Dulwich Hill	118	98	99
Dulwich Village	63	59	11
Dulwich Wood	113	102	72
Faraday	270	239	73
Goose Green	239	214	107
London Bridge & West Bermondsey	216	170	96
Newington	158	152	83
North Bermondsey	153	142	53
North Walworth	575	322	137
Nunhead & Queen's Road	293	277	143
Old Kent Road	215	203	185
Peckham	208	188	110
Peckham Rye	111	110	119
Rotherhithe	272	254	135
Rye Lane	337	277	144
South Bermondsey	267	236	156
St George's	90	81	29
St Giles	340	286	131
Surrey Docks	272	266	70

Table 4. Ward HMO summary data (Source Ti 2019).

Appendix 2 - Tenure Intelligence (Ti) – stock modelling methodology

This Appendix explains at a summary level Metastreet’s Tenure Intelligence (Ti) methodology (Figure 36).

Ti uses a wide range of data to spot trends at the property level. Machine learning is used in combination with expert housing knowledge to accurately predict a defined outcome at the property level.

Council and external data have been assembled as set out in Metastreet’s data specification to create a property data warehouse.

Machine learning is used to make predictions of defined outcomes for each residential property, using known data provided by Southwark Council.

Results are analysed by skilled practitioners to produce a summary of housing stock, predictions of levels of property hazards and other property stressors. The results of the analysis can be found in the report findings chapter.

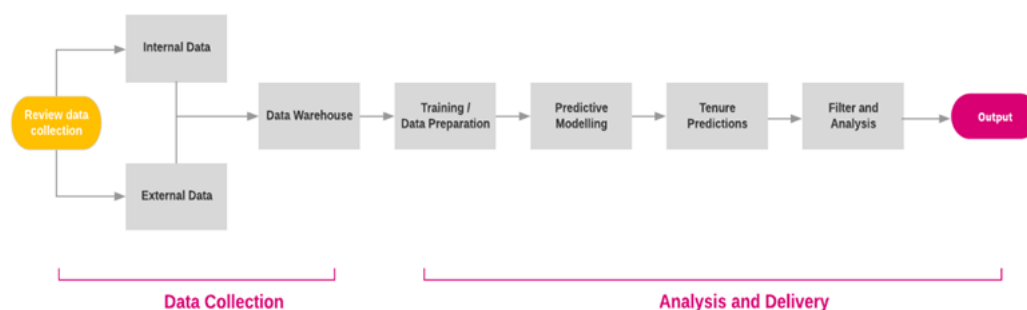


Figure 36. Summary of Metastreet Tenure Intelligence methodology.

Methodology

Metastreet has worked with Southwark Council to create a residential property data warehouse based on a detailed specification. This has included linking approximately 8 million cells of data to 164,378 unique property references, including council and externally sourced data. All longitudinal council held data is 5 consecutive years, from April 2014 – March 2019

Once the property data warehouse was created, the Ti model was used to predict tenure and stock condition using the methodology outlined below.

Machine learning was utilised to develop predictive models using training data provided by the council. Predictive models were tested against all residential properties to calculate risk scores for each outcome. Scores were integrated back into the property data warehouse for analysis.

Many combinations of risk factors were systematically analysed for their predictive power using logistic regression. Risk factors that duplicated other risk factors but were weaker in their predictive effect were eliminated. Risk factors with low data volume or higher error are also eliminated. Risk factors that were not statistically significant are excluded through the same processes of elimination. The top 5 risk factors for each model have the strongest predictive combination.

Four predictive models have been developed as part of this project. Each model is unique to Southwark, they include:

- Owner occupiers
- Private rented sector (PRS)
- Houses in Multiple occupation (HMO)
- PRS housing hazards

Using a D^2 constant calculation it is possible to measure the theoretical quality of the model fit to the training data sample. This calculation has been completed for each model. The D^2 is a measure of “predictive capacity”, with higher values indicating a better model.

Based on the modelling each residential property is allocated a probability score between 0-1. A probability score of 0 indicates a strong likelihood that the property tenure type is *not* present, whilst a score of 1 indicates a strong likelihood the tenure type *is* present.

Predictive scores are used in combination to sort, organise and allocate each property to one of 4 categories described above. Practitioner skill and experience with the data and subject matter is used to achieve the most accurate tenure split.

It is important to note that this approach cannot be 100% accurate as all mathematical models include error for a range of reasons. The D^2 value is one measure of model “effectiveness”. The true test of predictions is field trials by the private housing service. However, error is kept to a minimum through detailed post analysis filtering and checking to keep errors to a minimum.

A continuous process of field testing and model development is the most effective way to develop accurate tenure predictions.

The following tables include detail of each selected risk factors for each model. Results of the null hypothesis test are also presented as shown by the Pr(>Chi) results. Values of <0.05 are generally considered to be statistically significant. All the models show values much smaller, indicating much stronger significance.

Owner occupier model

The owner occupier model shows each of the 5 model terms to be statistically significant, with the overall model showing a “predictive capacity” of around 73% (Table 5).

Table 5. Owner occupier predictive factors.

Risk factors selected	<u>Pr(>Chi)*</u>
No. of accounts in 5 years	0.0009172
Liabile address same as responsible	1.109e-10
Mosaic Public Sector 6 Type	0.0009484
EPC transaction type	4.679e-11
Earliest year of current electors	0.0964847
Training data, n= 386	
D ² test = 0.73**	

* Pr(>Chi) = Probability value/null hypothesis test, ** D² test = Measure of model fit

PRS predictive model

The PRS model shows that each of the 5 model terms is statistically significant, with the overall model having a “predictive capacity” of around 86% (Table 6).

Table 6. PRS predictive factors.

Risk factors selected	Pr(>Chi)
Mosaic Public Sector 6 Type	0.0009484

No. of accounts in 5 years	0.0009172
Tenancy deposit	0.0291487
HB claims last 3 years	0.0291487
LBS interventions	2.2e-16
Training data, n= 386	
D ² test = 0.86	

HMO (House in Multiple Occupation) model

This model predicts the likelihood that a UPRN will be a HMO (Table 7). Each of the 5 model terms is statistically significant and the overall model has a “predictive capacity” of around 75%.

Table 7. HMO predictive factors.

Risk factors selected	Pr(>Chi)
LBS interventions	0.0027080
Ctax number of liable occupants	0.0074888
Electors in 5 years	1.966e-09
Ctax liability order	8.621e-11
EPC no. habitable rooms	2.2e-16
Training data, n= 519	
D ² test = 0.745	

Category 1 (HHSRS) hazards model

Numerous properties where the local housing authority has taken action to address serious hazards were sampled for training data, including poor housing conditions. Specifically, this included Housing Act 2004 Notices served on properties to address Category 1 hazards. The model results show that each of the model terms is statistically significant, with the overall model having a “predictive capacity” of around 83% (Table 8).

Table 8. Category 1 (HHSRS) hazard predictive factors.

Risk factors selected	<u>Pr (>Chi)</u>
HB claims last 3 years	0.0069933
EPC heating cost current	0.0033476
LBS interventions	1.390e-06
Ctax liability order	2.876e-08
Ctax balance all liabilities	0.0004409
Training data, n= 338	
D ² test = 0.83	

Version, Final

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Consultation on Proposals for the Private Rented Sector 2020-2026

Proposals for licensing in Southwark
2021-2026

Appendix 2

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Introduction

1. The legal definition of a House in Multiple Occupation (HMO) is extensive, but a brief definition is: a dwelling that's occupied by three or more people in two or more households (families), who share at least one basic amenity (kitchen, bathroom or toilet). You can read the legislation regarding the definition of a house or flat in multiple occupation here <http://www.legislation.gov.uk/ukpga/2004/34/part/7/crossheading/meaning-of-house-in-multiple-occupation>
2. Some buildings converted into self contained flats can also be HMOs if they were converted without complying with the 1991 Building Regulations. This is defined in section 257 of the Housing Act 2004. You can read the legislation for the definition of HMOs which are converted blocks of self contained flats here <http://www.legislation.gov.uk/ukpga/2004/34/section/257>
3. There are 3 types of licensing that can apply to properties in the private rented sector. All three types are included in this document. These are:
 - Mandatory Licensing - Under part 2 of the Housing Act 2004, places a duty on local authorities to operate a mandatory licensing scheme. Larger HMOs that are occupied by 5 or more persons forming at least 2 separate households are required to be licensed under this scheme.
 - Additional Licensing – Part 2 of the Housing Act 2004 also gives local authorities power to license HMOs that are not covered by mandatory licensing.
 - Selective licensing - Part 3 of the Housing Act 2004 gives local authorities power to license properties that are not covered by mandatory or additional licensing.
 - Additional and selective licensing is sometimes referred to as discretionary licensing as the decision to bring the schemes in is down to the discretion of the local authority.
4. This document includes information regarding mandatory licensing to not only give a fuller picture of the extent of licensing within Southwark, but to introduce proposals for changes to the scheme's discretionary conditions and fees. These changes are designed to be consistent with proposals for the additional licensing scheme and are the only parts of the mandatory scheme that will be subject to consultation.

Mandatory Licensing proposals specific to the scheme

Properties covered by the scheme

5. All houses let in multiple occupation in the borough, that are occupied by 5 or more people, require a licence under the mandatory licensing scheme.

Exemptions

6. Exemptions to the mandatory licensing scheme include:
- Properties that meet the converted block of flats test (section 257 HMOs), unless the individual flat/s meet the mandatory test;
 - properties let by a local authority or RSL;
 - properties already subject to a management order or empty dwelling management order;
 - properties subject to a temporary exemption notice.
 - holiday lets; and tenancies under a long lease and business tenancies.
 - an HMO which is managed by a charity registered under the Charities Act 2011 and which—
 - is a night shelter, or
 - consists of temporary accommodation for persons suffering or recovering from drug or alcohol abuse or a mental disorder.

Fees

7. The fees will be split into two payments. Part A of the fee is charged to cover the processing of the application. If the application for a licence is successful a further fee, Part B, will be charged before the full licence can be issued. This second fee is to cover the cost to the council for enforcement of the licence.
8. The flat fee covers the first 5 bedrooms with a small additional charge per bedroom above 5. (This is a change from the per bedroom only fee under the current scheme.)

Type of Licence	Part A - Application Fee	Part B - Enforcement Fee	Total
Mandatory	£580 + £30 per room above 5	£730 + £30 per room above 5	£1310 + £60 per room above 5

Standard conditions attached to the licences

9. The conditions attached to mandatory licences will be the same as those attached to additional licences. Please refer to the section on additional licensing conditions below on page 4.

Additional Licensing proposals specific to the scheme

Properties covered by the scheme

10. All houses let in multiple occupation in the borough, that are not subject to mandatory licensing under the Housing Act 2004 will require a licence under the proposed additional licensing scheme.

Exemptions

11. Exemptions to the proposed additional licensing scheme include:
- properties licensable as an HMO under mandatory licensing;
 - properties let by a local authority or RSL;
 - properties already subject to a management order or empty dwelling management order;
 - properties subject to a temporary exemption notice.
 - holiday lets; and tenancies under a long lease and business tenancies.
 - an HMO which is managed by a charity registered under the Charities Act 2011 and which—
 - is a night shelter, or
 - consists of temporary accommodation for persons suffering or recovering from drug or alcohol abuse or a mental disorder.

Fees

12. The fees will be split into two payments. Part A is the fee for processing of the application. If the application for a licence is successful a further fee, Part B, will be charged before the full licence can be issued. This second fee is to cover the cost to the council for enforcement of the licence.
13. This is a change from a per bedroom fee under the current scheme to a flat fee.

Type of License	Application Fee	Enforcement Fee	Total
Additional	550	700	1250

Conditions

14. The following are standard conditions that will be attached to each licence. The licence holder must comply with the following conditions throughout the duration of the licence.
15. There are two types of conditions that can be applied to a selective licensing scheme. Mandatory conditions (not to be confused with the name of the scheme) must apply as required by Schedule 4 of the Housing Act 2004 and discretionary conditions which the council can set for the management, use, occupation, condition and contents of the HMO.
16. In some circumstances, where the council believes there are specific issues not covered in the standard conditions for a particular property additional or more specific conditions will be added.
17. These mandatory conditions are prescribed by Schedule 4 Housing Act 2004 and The Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences) (England) Regulations 2018 other than those that cite other specific Regulations.
18. The following are standard conditions that will be attached to each licence. The licence holder must comply with the following conditions throughout the duration of the licence:

1.General

- 1.1 The property licence must be displayed within a communal area of the property and a copy of the conditions should be made available to all the occupying tenants (*discretionary condition*).

- 1.2 The address of the licence holder given on their application form shall be used as the address for the proper service of any letter, notice or other document between the London Borough of Southwark Property Licensing Team and the Licence Holder. It is the Licence Holder's responsibility to ensure that they take all reasonable steps to collect and act upon any letter, notice or other document sent to that address on a regular basis (*discretionary condition*).
- 1.3 The licence holder must notify the Council of any managing agent that they employ in relation to the property within 14 days of having employed the agent (*discretionary condition*).
- 1.4 No other persons other than the licence holder or the named agent (that the licence holder has notified to the Council) can collect and receive rental monies from the tenant(s) at this property. These monies can be passed onto any third parties if required (*discretionary condition*).
- 1.5 If the licence holder is not the manager of the property it is their responsibility to ensure that the manager complies with all the conditions of the licence (*discretionary condition*).
- 1.6 The property must comply with and be maintained in accordance with the Council's Standards for Houses in Multiple Occupation and The Management of Houses in Multiple Occupation (England) Regulations 2006 or any Approved Codes of Practice which the Council or Central Government may from time to time require (*discretionary condition*).
- 1.7 Every habitable room in the property must have acceptable natural daylight and ventilation. An area of glazing which is equivalent to at least 10% of the internal floorspace of each habitable room must be provided. An area of openable glazing (for ventilation) which is equivalent to at least 20% of the internal floorspace of each habitable room must be provided (*discretionary condition*).
- 1.8 The licence holder must ensure that they are in compliance with The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 and The Energy Efficiency (Private Rented Property) (England and Wales) (Amendment) Regulations 2019 in relation to the property (*mandatory condition*).

2. Gas Safety

- 2.1 If gas is supplied to the property, a valid Gas Safe gas safety certificate must be available, on request, at any time. The gas safety certificate must relate to the whole gas installation and include all gas appliances. It must demonstrate that all appliances have been serviced and safety checked within the previous twelve months. Any defects noted on the certificate must be promptly rectified (*mandatory condition*).
- 2.2 The licence holder is required to ensure that a carbon monoxide detector is installed and kept in working order in any room within the premises where a solid fuel appliance is installed. The licence holder must supply to the authority, on demand, a declaration by as the condition and positioning of such alarms (*mandatory condition*).

3. Electrical Safety

- 3.1 The licence holder must keep all electrical appliances made available by them in the house in a safe condition and must provide a declaration by them as to the safety of all electrical appliances provided by them (*mandatory condition*).
- 3.2 A valid Portable Appliance Testing (PAT) record must be available, on request, at any time, for all electrical appliances provided in the property by the licence holder. PAT tests should be carried out every twelve months with records kept for at least five years. Any necessary maintenance or repair work must be undertaken by a

competent electrical engineer in accordance with Part P of the Building Regulations. Copies of all maintenance records and PAT testing must be provided to the Council on request (*discretionary condition*).

- 3.3 A full electrical safety inspection must be carried out at least every five years and an NICEIC or other equivalent electrical condition report. Any necessary maintenance or repair works must be undertaken by a competent electrical engineer in accordance with Part P of the Building Regulations. Copies of the electrical certificate must be available, on request, at any time. All the recommendations for urgent attention and improvement (Codes 1 and 2) within the report must be carried out within 28 days of the report being issued (*discretionary condition*).

4. Furniture

- 4.1 The licence holder is required to keep furniture made available by them in the house in a safe condition and must supply the authority, on demand, with a declaration by them as to the safety of such furniture (*mandatory condition*).

5. Fire Precautions

- 5.1 All licensed properties must be compliant with the LACORS Fire Guidance within 6 months of the licence being granted and for the continuing duration of the licence:
http://www.southwark.gov.uk/downloads/download/4354/lacors_fire_guidance (*discretionary condition that ensures we are meeting mandatory requirements*).
- 5.2 The licence holder must supply to the authority, on demand, a declaration by them as to the condition and positioning of such alarms (*mandatory condition*).
- 5.3 Any log books required by the guidance must be made available for inspection by the Council, on request (*discretionary condition*).
- 5.4 Any fire alarm and emergency lighting required by the guidance must have test certificates which must be available, on request, at any time. The certificates must be completed by a suitably competent person and must demonstrate that the complete installation has been fully checked and serviced within the previous twelve months. Any defects noted on the certificate must be promptly rectified (*discretionary condition*).
- 5.5 At the start of each tenancy, occupants must be given appropriate fire safety advice regarding the means of escape in case of fire and other fire precautions. In particular, the importance of keeping fire doors closed and keeping the escape route clear (*discretionary condition*).
- 5.6 The Licence Holder shall carry out a fire risk assessment in accordance with The Regulatory Reform (Fire Safety) Order 2005 and take action to minimise the risk of fire in accordance with the assessment. The Licence Holder must provide to the Council, within 28 days on demand, a copy of the fire risk assessment (*discretionary condition*).

6. Tenancy Matters

- 6.1 The Licence Holder shall supply the occupiers of the property with a written statement of the terms on which they occupy the property (*mandatory condition*), details of the arrangements in place to deal with repair issues and emergency issues and a copy of this licence and its conditions. Copies of the written statement of terms must be provided to the Council within 7 days upon demand (*discretionary condition*).
- 6.2 The Licence Holder shall ensure that only they or the named agent (that the licence holder has notified to the Council) creates new tenancies or licences to occupy this property whilst this licence is in force. Copies of any new written terms of tenancies or licences must be provided to the Council within 28 days upon demand (*discretionary condition*).
- 6.3 The Licence Holder shall not cause or permit any person who has previously applied for a property licence in respect of the property and has either:
- (a) been found not to be a Fit and Proper person, or
 - (b) been made subject to a Banning Order under the Housing and Planning Act 2016

to have control or management of the property, or to carry out or arrange any repair, improvement or other building works at the property (*discretionary condition*).

7 Anti Social Behaviour

7.1 The licence holder shall take all reasonable and practical steps for preventing and dealing with anti-social behaviour and undertaking a thorough process of reasonable and effective steps to deal with any complaints that have been made directly to them or via Southwark Council or the Metropolitan Police, regarding their occupiers. For the purpose of these conditions, anti-social behaviour is taken to comprise behaviour by the occupants of the house and/or their visitors, which causes a nuisance or annoyance to other occupants of the house, to lawful visitors to the house or to persons residing in or lawfully visiting the neighbouring area of the house (*discretionary condition*).

8. Waste Disposal

8.1 The Licence Holder must give new occupiers of the property within 7 days of the start of their occupation, the following information on Waste and Recycling, in writing:

- The collection days for the refuse and recycling bins for the property (LINK TO WEBSITE)
- Details on what they can and can't recycle (LINK TO WEBSITE)
- How they can dispose of bulky waste. (LINK TO WEBSITE)
- General waste guidance from the Council's website: (LINK TO WEBSITE).

A copy of the information provided to the occupiers must be kept for 5 years and provided to the Council within 28 days on demand.

The Licence Holder must provide the tenants with adequate facilities for the disposal of refuse and recycling. The Licence Holder must ensure that there are suitable and appropriate receptacles for the storage of household refuse and recycling between collections, so that bags or loose refuse and recycling are not stored outside the property.

Where the standard local authority waste collection schemes do not suffice, the licence holder must arrange for private collections of waste from the property.

The Licence Holder shall carry out regular checks and ensure that the common parts, gardens and yards are free from waste, which could provide harbourage for pests and/or is a nuisance and/or is detrimental to the local amenities, other than waste stored in appropriate receptacles for the storage of household refuse and recycling; and that waste such as old furniture, bedding, rubbish or refuse from the property is not left outside the property or in its vicinity.

The Licence Holder must not leave old furniture, bedding, rubbish or refuse from the property on the immediately outside the property or private land.

The Licence Holder must ensure that any type of waste which the Council does not routinely collect such as hazardous waste is disposed of in a safe and lawful manner.

If the Licence Holder becomes aware that the occupiers of the property or their visitors are not using the waste disposal facilities provided and/or leaving waste outside the property or in its vicinity (for example old furniture, mattresses), they must write a warning letter to the occupiers within 7 days advising them to remove the items immediately. A copy must be kept and must be provided to the Council within 28 days on demand.

(discretionary conditions that ensure we are meeting mandatory requirements).

9. Fit and Proper Person

9.1 If the licence holder becomes aware that they or any other person involved in the management of the property have received a conviction, caution, informal warning or reprimand in respect of any offence as detailed in the

HMO Licence application form, they must notify the Council in writing within 14 days of the information coming to their attention (*discretionary condition*).

10. Changes in the use and layout of the Property

10.1 No changes must be made to the use, layout or maximum occupancy level of the property without the Council's prior written consent (*discretionary condition*).

11. Council Standards for Licensable Houses in Multiple Occupation

- 11.1 The maximum occupancy for this house in multiple occupation is **X** people in **X** households (*mandatory condition*).
- 11.2 Table to be inserted stating room, room size, maximum people and maximum households.
- 11.3 The licence holder must ensure that no room is used by more than the number of persons specified in the licence (*mandatory condition*).
- 11.4 The total of number of people must not exceed the maximum stated. The table above outlines the number of people and households allowed per room (*discretionary condition*).
- 11.5 Licensed properties must comply with Southwark's Standards for HMOs within 18 months of the licence being granted and for the remaining duration of the licence (*discretionary condition*).
- 11.6 The licence holder must notify the local authority of any rooms smaller than 4.64 square metres (*mandatory condition*).
- 11.7 The terms of these conditions are unique to this property and cannot be applied to any other property (*discretionary condition*).
- 11.8 For the purposes of this licence, any occupier is regarded as one person, regardless of age (*discretionary condition*).

Selective licensing proposals specific to the scheme

2. Part 3 of the Housing Act 2004 gives local authorities power to license properties that are not covered by mandatory or additional licensing.
3. The proposal is for a new selective licensing scheme which covers some of the existing selective licensing areas, some new areas that are not licensable under the current scheme and some changes to the fees and standard conditions on the licences.
4. All properties let in the private rented sector that are not included in the mandatory scheme, or included in the proposed additional licensing schemes, will be included in the selective licensing scheme if they are located within the designated area.

Properties covered by the scheme

5. Southwark are consulting on 2 options for selective licensing. These are outlined below:

Option 1

6. This option includes 15 wards, named below, in a single designation (Designation A).

The wards included in option 1 are:

Camberwell Green

Chaucer

Faraday

Goose Green

London Bridge & West Bermondsey

North Bermondsey

North Walworth

Nunhead & Queens Road

Old Kent Road

Peckham

Rotherhithe

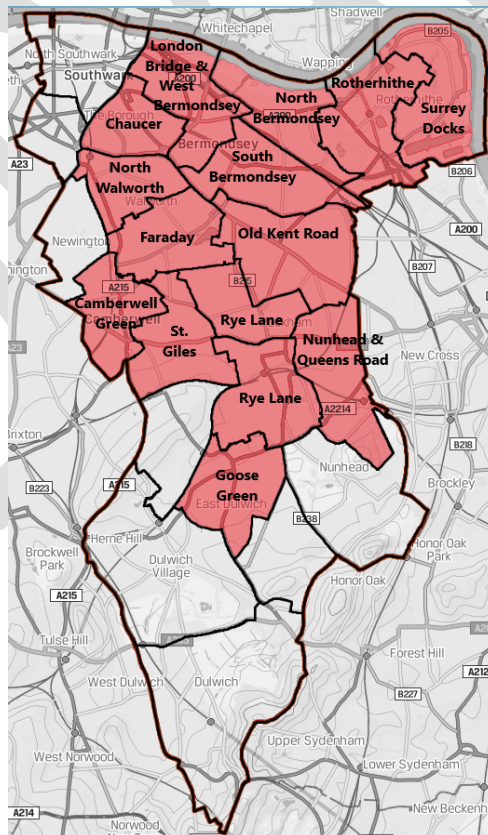
Rye Lane

South Bermondsey

St Giles

Surrey Docks

Map of Wards Included in Option 1 (Designation A)

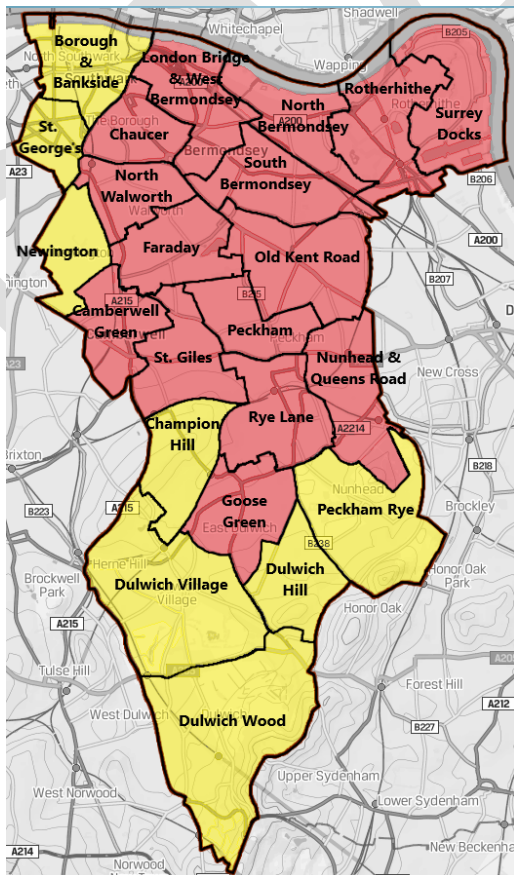


Option 2

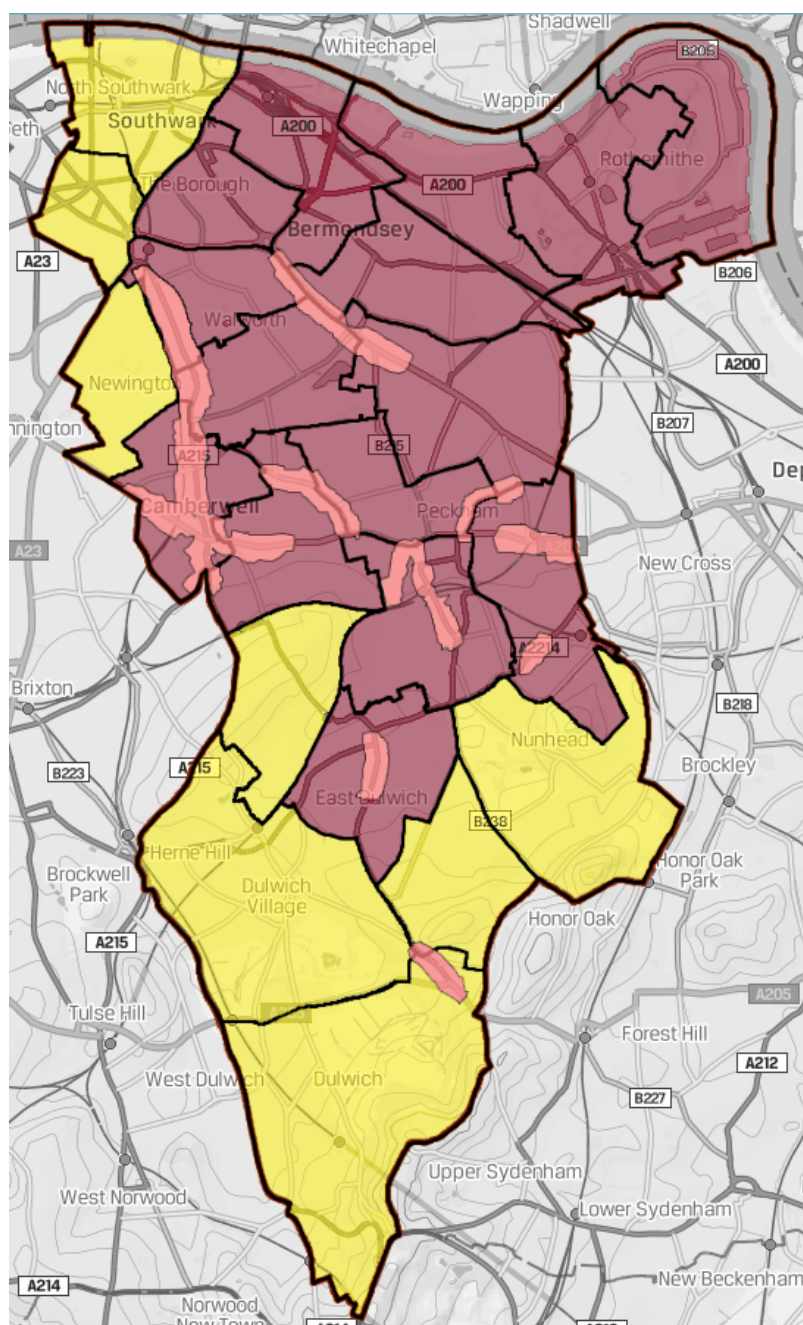
7. This option includes all of the wards included in option 1 above (Designation A)

The wards included in option 2 are Designation A	And Designation B
Camberwell Green	Borough & Bankside
Chaucer	Champion Hill
Faraday	Dulwich Hill
Goose Green	Dulwich Village
London Bridge & West Bermondsey	Dulwich Wood
North Bermondsey	Newington
North Walworth	Peckham Rye
Nunhead & Queens Road	St. Georges
Old Kent Road	
Peckham	
Rotherhithe	
Rye Lane	
South Bermondsey	
St Giles	
Surrey Docks	

Map of Wards Included in Option 2 (Designation B)



Map showing all proposed options for selective licensing 2021-2026 against the existing selective licensing designation 2016-2020



Pink – existing designation

The following will apply to each of the designations listed above

Exemptions

8. Exemptions to the proposed selective licensing scheme include:
- properties licensable as an HMOs under mandatory or the proposed additional licensing;
 - properties let by a local authority or RSL;
 - properties already subject to a management order or empty dwelling management order;

- properties subject to a temporary exemption notice.
- holiday lets
- tenancies under a long lease and business tenancies; and
- properties managed by a charity registered under the Charities Act 2011 and which—

(a) is a night shelter, or

(b) consists of temporary accommodation for persons suffering or recovering from drug or alcohol abuse or a mental disorder.

Fees

9. The fees will be split into two payments. Part A is the fee for processing of the application. If the application for a licence is successful a further fee, Part B, will be charged before the full licence can be issued. This second fee is to cover the cost to the council for enforcement of the licence.

Type of License	Application Fee	Enforcement Fee	Total
Selective	450	450	900

Standard conditions on the licence

10. The following are standard conditions that will be attached to each licence. The licence holder must comply with the following conditions throughout the duration of the licence.
11. There are two types of conditions that can be applied to a selective licensing scheme. Mandatory conditions must apply as required by Schedule 4 of the Housing Act 2004 and discretionary conditions which the council can set for the management, use, occupation, condition and contents of the HMO.
12. In some circumstances, where the council believes there are specific issues not covered in the standard conditions for a particular property additional or more specific conditions will be added.
13. These mandatory conditions are prescribed by Schedule 4 Housing Act 2004.
14. The following are standard conditions that will be attached to each licence. The licence holder must comply with the following conditions throughout the duration of the licence:

1. General

- 1.1 The property licence must be displayed within a communal area of the property and a copy of the conditions should be made available to all the occupying tenants (*discretionary condition*).
- 1.2 The address of the licence holder given on their application form shall be used as the address for the proper service of any letter, notice or other document between the London Borough of Southwark Property Licensing Team and the Licence Holder. It is the Licence Holder's responsibility to ensure that they take all reasonable steps to collect and act upon any letter, notice or other document sent to that address on a regular basis (*discretionary condition*).

- 1.3 The licence holder must notify the Council of any managing agent that they employ in relation to the property within 14 days of having employed the agent (*discretionary condition*).
- 1.4 No other persons other than the licence holder or the named agent (that the licence holder has notified to the Council) can collect and receive rental monies from the tenant(s) at this property. These monies can be passed onto any third parties if required (*discretionary condition*).
- 1.5 If the licence holder is not the manager of the property it is their responsibility to ensure that the manager complies with all the conditions of the licence (*discretionary condition*).
- 1.6 The property must comply with, and be maintained in accordance with and any Approved Codes of Practice which the Council or Central Government may from time to time require (*discretionary condition*).
- 1.7 Every habitable room in the property must have acceptable natural daylight and ventilation. An area of glazing which is equivalent to at least 10% of the internal floorspace of each habitable room must be provided. An area of openable glazing (for ventilation) which is equivalent to at least 20% of the internal floorspace of each habitable room must be provided (*discretionary condition*).
- 1.8 The licence holder must ensure that they are in compliance with The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 and The Energy Efficiency (Private Rented Property) (England and Wales) (Amendment) Regulations 2019 in relation to the property (*mandatory condition*).

2. Gas Safety

- 2.1 If gas is supplied to the property, a valid Gas Safe gas safety certificate must be available, on request, at any time. The gas safety certificate must relate to the whole gas installation and include all gas appliances. It must demonstrate that all appliances have been serviced and safety checked within the previous twelve months. Any defects noted on the certificate must be promptly rectified (*mandatory condition*).
- 2.2 The licence holder is required to ensure that any carbon monoxide detector that is installed is kept in working order. The licence holder must supply to the authority, on demand, a declaration by them as to the condition and positioning of such alarms (*discretionary condition*).

3. Electrical Safety

- 3.1 The licence holder must provide a declaration by them as to the safety of all electrical appliances provided by them (*mandatory condition*).
- 3.2 Where applicable a valid Portable Appliance Testing (PAT) record must be available, on request, at any time. PAT tests should be carried out every twelve months with records kept for at least five years. Any necessary maintenance or repair work must be undertaken by a competent electrical engineer in accordance with Part P of the Building Regulations. Copies of all maintenance records and PAT testing must be provided to the Council on request (*discretionary condition*).
- 3.3 A full electrical safety inspection must be carried out at least every five years and an NICEIC or other equivalent electrical condition report. Any necessary maintenance or repair works must be undertaken by a competent electrical engineer in accordance with Part P of the Building Regulations. Copies of the electrical certificate must be available, on request, at any time. All the recommendations for urgent attention and improvement (Codes 1 and 2) within the report must be carried out within 28 days of the report being issued (*discretionary condition*).

4. Furniture

- 4.1 The licence holder is required to keep furniture made available by them in the house in a safe condition and must supply the authority, on demand, with a declaration by them as to the safety of such furniture (*mandatory condition*).

5. Fire Precautions

- 5.1 The licence holder is required to ensure that smoke alarms are installed in the property and are kept in proper working order. The licence holder must supply to the authority, on demand, a declaration by them as to the condition and positioning of such alarms (*mandatory condition*).
- 5.2 All licensed properties must be compliant with the LACORS Fire Guidance within 6 months of the licence being granted and for the remaining duration of the licence (*discretionary condition*).
- 5.3 Any fire alarm and emergency lighting required by the guidance must have test certificates which must be available, on request, at any time. The certificates must be completed by a suitably competent person and must demonstrate that the complete installation has been fully checked and serviced within the previous twelve months. Any defects noted on the certificate must be promptly rectified (*discretionary condition*).
- 5.4 At the start of each tenancy, occupants must be given appropriate fire safety advice regarding the means of escape in case of fire and other fire precautions. In particular, the importance of keeping fire doors closed and keeping the escape route clear (*discretionary condition*).

6. Tenancy Matters

- 6.1 The Licence Holder shall supply the occupiers of the property with a written statement of the terms on which they occupy the property (*mandatory condition*), details of the arrangements in place to deal with repair issues and emergency issues and a copy of this licence and its conditions. Copies of the written statement of terms must be provided to the Council within 7 days upon demand (*discretionary condition*).
- 6.2 The Licence Holder shall ensure that only they or the named agent (that the licence holder has notified to the Council) create new tenancies or licences to occupy this property whilst this licence is in force. Copies of any new written terms of tenancies or licences must be provided to the Council within 28 days upon demand (*discretionary condition*).
- 6.3 The Licence Holder shall not cause or permit any person who has previously applied for a property licence in respect of the property and has either:
- (a) been found not to be a Fit and Proper person, or
 - (b) been made subject to a Banning Order under the Housing and Planning Act 2016
- to have control or management of the property, or to carry out or arrange any repair, improvement or other building works at the property (*discretionary condition*).
- 6.4 The Licence Holder shall obtain references from persons who wish to occupy the property, or a part of the property, before entering into any tenancy or licence or other agreement with them to occupy the property (*mandatory condition*). No new occupiers shall be allowed to occupy the property if they are unable to provide suitable references (*discretionary condition*).

(References should be as a minimum, checks to ensure the tenants identity, whether they have the right to rent a property [see <https://www.gov.uk/check-tenant-right-to-rent-documents/who-to-check>], their ability to pay rent and their past tenant history.) The Licence Holder must retain all references obtained for occupiers for the duration of this licence and provide copies to the Council within 28 days on demand.

- 6.5 The Licence Holder shall carry out adequate checks and obtain satisfactory proof that occupiers belong to a single household. Evidence of this must be retained for the duration of licence. This evidence must be provided to the Council within 28 days on demand (*discretionary condition*).
- 6.6 Where the standard local authority waste collection schemes do not suffice, the licence holder must arrange for private collections of waste from the property (*discretionary condition*).

7 Anti Social Behaviour

- 7.1 The licence holder shall take all reasonable and practical steps for preventing and dealing with anti-social behaviour and undertaking a thorough process of reasonable and effective steps to deal with any complaints that have been made directly to them or via Southwark Council or the Metropolitan Police, regarding their occupiers. For the purpose of these conditions, anti-social behaviour is taken to comprise behaviour by the occupants of the house and/or their visitors, which causes a nuisance or annoyance to other occupants of the house, to lawful visitors to the house or to persons residing in or lawfully visiting the neighbouring area of the house (*discretionary condition*).

8. Fit and Proper Person

- 8.1 If the licence holder becomes aware that they or any other person involved in the management of the property have received a conviction, caution, informal warning or reprimand in respect of any offence as detailed in the Licence application form, they must notify the Council in writing within 14 days of the information coming to their attention (*discretionary condition*).

9. Changes in the use and layout of the Property

- 9.1 No changes must be made to the use, layout or maximum occupancy level of the property without the Council's prior written consent (*discretionary condition*).

10. Council Standards for Licensable Properties

- 10.1 Licensed properties must comply with LACORS Fire Guidance within six months of the licence being granted and for the remaining duration of the licence (*discretionary condition*).
- 10.2 The maximum occupancy for this property is **one household OR two people in two households** (*mandatory condition*).
- 10.3.1 Licensed properties must comply with the occupancy levels stated in this licence within 18 months of the licence being granted and for the remaining duration of the licence (*discretionary condition*).
- 10.5 The terms of these conditions are unique to this property and cannot be applied to any other property (*discretionary condition*).
- 10.4 For the purposes of this licence, any occupier is regarded as one person, regardless of age (*discretionary condition*).

PROPOSALS FOR THE LICENSING PROCESS ACROSS ALL SCHEMES

15. The following proposals will apply to mandatory Licensing as well as the proposed additional and selective licensing schemes.

Fit and Proper Person

16. If the licence holder becomes aware that they or any other person involved in the management of the property have received a conviction, caution, informal warning or reprimand in respect of any offence as detailed in the Licence application form, they must notify the Council in writing within 14 days of the information coming to their attention.

Changes in the use and layout of the Property

17. No changes must be made to the use or layout of the property without the Council's prior written consent. This licence is not valid for the property to be occupied as an HMO. Should the property be used as an HMO the licence holder must notify the council immediately and apply for an HMO licence.

Discounts on licensing fees

18. A discount of 50% will be offered on the Part B enforcement fee for all licensing schemes where the landlord and/or managing agent has signed up to the council's Gold Standard Charter (See appendix 3 for details on the Charter).
19. A requirement of the Gold Standard Charter is that a landlord must be accredited. The discount for being an accredited landlord under the existing scheme has therefore been removed under the proposals for the new schemes.
20. The Gold Standard Charter discount can be applied for a managing agent of a licensable property however, if the licence holder and/or landlord has not signed up to the Gold Standard Charter, landlords who change their managing agents during the period of the licence must ensure that any new agent is also signed up to the Gold Standard Charter or repay the discount, pro-rata, for the period of time the property is being managed by an agent not signed up to the Gold Standard Charter.
21. Discounts will not apply to properties where the council has found it necessary to issue a warning letter requiring the landlord/agent to apply for a licence. This applies to previously unlicensed properties or properties where a previous licence has expired more than 3 months before the renewal application has been received.
22. A Gold Standard Charter landlord/agent who has not applied for a licence on a licensable property without a warning letter from the council can have their Gold Charter status removed.
23. If a licensing application is not successful the fee for enforcement will not be charged. Any subsequent applications made for the same property will be charged the application fee (discount will apply where appropriate) and the further fee for enforcement if a licence is to be issued.

Refunds and additional charges

24. No fee will be charged for revoking a licence, however any applications made following revocation will be charged the normal applicable fee.
25. The Part A fee will be charged with no refund given where:
 - planning permission for use as a licensable property is refused before a full licence has been issued.
 - an application is withdrawn by the applicant before a full licence has been issued.
26. If an application is made in error by the applicant (i.e. duplicate or property is not licensable under any of the active designations) a full refund will be given.
27. Part A and B fees will not be refunded if:
 - if the property changes hands or no longer requires a licence before the licence period expires
 - if planning permission is refused following issue of a full licence and the property no longer requires a licence.

Transfer of unexpired licences from the existing schemes

28. Licences issued under the current additional and selective licensing schemes (within the period 1/1/2016-31/12/2020 inclusive) that have not expired will be valid under the proposed schemes for the remainder of their licence period. This is to prevent essential council resources being taken up with re-licensing properties that have already been licensed, inspected and brought up to standard within a 5 year period under the existing schemes. The focus at the beginning of the new schemes can then be on continuing to license properties in areas previously unaffected by licensing or that have not been licensed previously.

Application process for a licence

29. Applications and payments will continue to be made online as per the existing licensing process.
30. Applicants who are struggling to complete the online process can obtain assistance from a member of staff however; unless there is a specific reason why they need assistance (e.g. accessibility or disability) an

additional charge of £100 will be added to the fee to cover the cost of the additional administration of the application by the council.

31. Paper applications can be issued on request however, unless there is a specific reason why online application cannot be made (e.g. accessibility or disability) an additional charge of £250 will be added to the fee to cover the cost of the additional administration of the application by the council.

Licence Holder

32. The licence holder will usually be the person who exercises practical control of the property including the collection of rent, arranging repairs & management.
33. The licence holder may be the owner or manager of the property. The owner is responsible for ensuring that an appropriate person is appointed to be the licence holder.
34. The licence holder must be resident in the UK. Any landlord resident outside of the UK must appoint a UK based manager to be the licence holder for the property.
35. If the licence holder decides they will no longer hold the licence the owner must ensure that a new licence holder is appointed and a new application is made. The existing licence cannot be varied or transferred to a new licence holder.
36. If a licensed property is sold the licence is not transferable to the new owner. If the property remains a licensable property the new owner is responsible for appointing a licence holder and making a new application within 12 weeks of taking control the property.

Fit and Proper Person

37. The applicant must declare on the application form whether they have any of the convictions listed below. The applicant must also state whether, to the best of their knowledge, any manager has convictions listed below.
- any previous convictions relating to violence, sexual offences, drugs and fraud;
 - any convictions relating to housing or landlord and tenant issues;
 - been found guilty of unlawful discrimination;
 - Contravened relevant legislation in any HMOs they have managed.
38. The Council may decide that the applicant cannot be considered a fit and proper person and refuse a licence on that basis. The Council will take into account:
- what the conviction was for;
 - the date of the conviction and whether it is spent ;
 - whether the conviction will affect the person's ability to be a good landlord;

Enforcement of the Full Licence

39. Properties will be inspected to ensure compliance with the licence conditions during the time the licence is active.
40. Assessments will be carried out under the Housing Health & Safety Rating System and, where necessary, enforcement action will be taken under part 1 of the Housing Act 2004 where category 1 and significant category 2 hazards are found.

Penalties

41. Once a licensing scheme has been designated it is a criminal offence to let out a licensable property in Southwark without applying for a licence.
42. Failure to apply for or obtain a licence could lead to the tenants of the property obtaining a rent repayment order from the First Tier Tribunal (Property Chamber), requiring the landlord or agent to repay any rent paid for the period in which the property was unlicensed up to a maximum of 12 months.

43. Failure to apply for or obtain a licence could lead to prosecution, which can result in an unlimited fine or a Civil Penalty Notice in accordance with the council's enforcement policy. The council or tenants can also apply to the First Tier Tribunal (Property Chamber) for a Rent Repayment Order, depending on whether rent is paid by the tenant or by the council as housing benefits, requiring the landlord or agent to repay any rent paid for the period in which the property was unlicensed up to a maximum of 12 months.
44. Failure to comply with licence conditions could lead to prosecution, which can result in an unlimited fine, or a Civil Penalty Notice could be issued to the licence holder in accordance with the council's enforcement policy.
45. Once a licensing designation has been made, no notice under section 21 of the Housing Act 1988 (notice requiring possession) may be served in relation to a short-hold tenancy of the whole or part of an unlicensed property, whilst it remains unlicensed.
46. Landlords and managing agents who have a previous poor management record or have failed in the past to comply with the council's requirements to maintain and manage their properties may be deemed to be unfit to hold a licence or may be issued with a shorter-term licence and subjected to more frequent checks.
47. If the person who applies for a licence owns or manages a property, which has previously been the subject of a formal notice, leading to works in default, Fixed or Civil Penalty Notice or prosecution by a local authority under the provisions of Part 1 of the Housing Act 2004 (for example, an improvement notice, prohibition order, hazard awareness notice, emergency remedial action, emergency prohibition order, demolition order and clearance area powers), then the proposed licence holder may be an unsuitable candidate (not "fit and proper") and may not be granted a licence.
48. If the person who applies for the licence has previously had a licence revoked or refused by any local authority or owns a property that is subject to an interim or final management order, they may not be considered fit and proper to hold a licence.

Proposals for the Private Rented Sector 2020-2026

Landlord's Gold Standard Charter

Appendix 3

Introduction

1. The Gold Standard Charter is aimed at landlords and managing agents letting properties in the private sector. It is a voluntary scheme that rewards landlords and managing agents already providing a good service to tenants and encourages others who provide an acceptable service to improve. We believe the Charter includes standards which provide for a professional level of good practice within the sector above those required by law.

How the Charter will work

2. Landlords and managing agents, who sign up to the Gold Standard Charter and are accepted on to the scheme, will be declaring themselves, publicly, to be responsible and a provider of high standard accommodation and tenancies.
3. Applications to sign up to the Charter will be made online. Checks will then be made by the Council to ensure the applicant is fit and proper (see definition below) and that they are complying with the gold standard charter criteria. The applicant will then be invited to sign two copies of the charter document. The council will keep one copy for its records and the successful applicant will be given a copy and access to the charter logo to use on their documentation.

Note: Fit and Proper test for the purposes of Gold Standard Charter membership - *The council will determine the landlord or managing agents unsuitable to be accepted onto the scheme if :*

- (a) a banning order under section 16 of the Housing and Planning Act 2016 is in force against the person.*
 - (b) They have committed any offence involving:*
 - *Fraud or dishonesty (including benefit fraud)*
 - *Violence*
 - *Drugs*
 - *Matters listed in Schedule 3 to the Sexual Offences Act 2003*
 - *Or received a caution, informal reprimand or formal warning in respect of any of the above*
 - (c) Practiced unlawful discrimination on grounds of sex, colour, race, ethnic or national origins or disability in or in connection with the carrying on of any business*
 - (d) Contravened any provision of the law relating to housing or of landlord and tenant law including any civil proceedings in which judgment was made against the proposed member*
 - (e) Acted in contravention of any relevant Approved Code of Practice (including the code of practice issued by the government under section 233 of the Housing Act 2004 relating to the management of HMOs)*
 - (f) Been refused a license for an HMO under Parts 2 or 3 of the Housing Act 2004 anywhere in England or Wales*
 - (g) Breached the conditions of an HMO licence in England or Wales*
 - (h) Been subject to a HMO Control Order or Management Order in England or Wales in the five years preceding the date of this application*
 - (i) Failed to comply with a housing notice (requiring works etc.) served by a Local Authority in respect of any property currently or previously owned by the proposed member*
 - (j) Been declared bankrupt*
4. Members who become 'not fit and proper' during their charter membership will have their membership cancelled and will be barred from applying to the scheme again until such time as they had become fit and proper again (at the discretion of the council).
 5. Membership would last for 5 years following the date the charter was signed and, upon expiry, members would need to make a new application online to sign up to the charter and renew their membership for a further 5 years.
 6. A list of landlords signed up to the charter will be available online and updated regularly. There will also be a reporting tool so that tenants can report their landlord or agent if they are not upholding

their charter obligations. Following investigation, if there have been significant breaches, charter status can be removed. The landlord or agent would also be barred from applying to the scheme again until such time as they had provided adequate evidence, to the satisfaction of the council that they were taking all steps to ensure that they could comply with Charter principles in the future.

7. The council will actively promote the charter through its website, it's private sector tenants union, and in partnership with other councils and third sector groups involved with the private rented sector (PRS).
8. The council will provide an information pack for landlords/agents to help them comply with the charter criteria.
9. One of the criteria for achieving the Gold Standard is that members are signed up to a recognised accreditation scheme.
10. Accreditation schemes will only be accepted if;
 - The landlord or managing agent can prove that they are current valid members and
 - The scheme includes an initial training session and a minimum amount of continuous professional development to remain a member.
11. Example of acceptable schemes include:
 - London Landlord Accreditation Scheme (LLAS)
 - Private Rented Sector Accreditation Scheme (PRSAS)
 - National Landlords Association (NLA)
 - Residential Landlords Association (RLA)
 - Association of Residential Letting Agents (ARLA)
 - National Approved Lettings Scheme (NALS)
 - Private Rented Sector Accreditation Scheme (PRSAS)
 - UK Association of Letting Agents (UKALA)
12. One of the main benefits of becoming a Gold Standard Charter member is a substantial discount on any property licensing fees incurred within the borough.
13. Property licensing fees will be split into two payments, Part A and Part B. On application the Part A fee is charged to cover the cost, to the council, of processing the application. If the application is successful a further fee (Part B) will be charged before the full licence is issued. This second fee is to cover the cost, to the council, of enforcing the licence. A discount of 50% on this (Part B) licensing fee will be given to all landlords who have signed up to the Charter. A Gold Standard Charter landlord or managing agent will be providing a higher standard of property and tenancy than they are legally required to and as such are more likely to be compliant with the conditions of their licence. The council therefore considers that the cost of enforcement should be less than that of any other landlord or managing agent. The council may recharge any discount to fees if the landlord or managing agent has their charter status removed following breaches in compliance as mentioned in point 6 above.
14. If a landlord or managing agent's membership to the Gold Standard Charter expires before the expiry of the licence and they do not apply to renew their membership successfully within three months of expiry of their membership, the council can recharge the discount on a pro rata basis for the time period of the licence that is not covered by the charter membership.
15. The Gold Standard Charter discount can be applied if the licence holder is not a Gold Standard Charter member but the managing agent of the licensable property is. However, if the licence holder changes their managing agent for the property during the period of the licence they must ensure that; the new managing agent is signed up to the Gold Standard Charter or, repay the

discount, pro-rata, for the period of time the property is being managed by an agent who is not a Gold Standard Charter member.

16. Discounts will not apply to properties where the council has issued a warning letter regarding an unlicensed licensable property. This also applies where a licence has expired for more than 3 months before a new application has been received. The landlord or managing agent's membership to the Gold Standard Charter will also be reviewed and may be cancelled.

Other Benefits For the Landlord

17. By complying with the Charter criteria landlords will offer longer tenancies guaranteeing regular rental income, saving on costs of cleaning and advertising the property for rent, and periods of no rental income.
18. Members will also be invited to take their place on a regular forum for consultation on future PRS policy and receive invitations to our landlords' events (which count towards their CPD hours for accreditation).
19. There will be tenancy/legal advice available from the council if they are having issues with a tenant and fast track help for any property licensing issues.
20. When bigger problems arise mediation supported by the council will be available to help resolve issues between landlords and tenants. This will help landlords to avoid costly court proceedings for eviction.

Benefits to the Tenants

21. Secure tenancies with a choice on the length of tenancy agreement to suit their needs.
22. Secure tenancies with mediation supported by the council to help resolve issues between them and their landlord to help prevent eviction.
23. Predictable rents for the duration of their tenancy and more advanced warning should the landlord need to increase the rent.
24. A safe clean secure home which meets the Decent Homes Standard.
25. Repairs and other issues dealt with appropriately and in a timely manner.
26. A single direct point of contact for housing enforcement and tenancy relations services if they have any concerns about their property or landlord.
27. An insulated home to help escape fuel poverty.

Consultation

28. The consultation, as detailed in appendix 4, gives stakeholders and members of the public the opportunity to comment on the above proposals and help shape the future Gold Standard Charter.

Private Rented Sector Landlords Gold Standard Charter

Everybody deserves a warm, dry, safe and affordable place to call home. Southwark Council are committed to driving up the quality of private sector housing in our borough. Landlords are expected to comply with all appropriate legislation and regulations governing the sector and encouraged to aspire to a higher, Gold Standard.

The Landlord's Gold Standard Charter sets out the additional good practice and provision that both regulators and tenants' groups believe are important to private sector tenants. It will also help level up conditions within the sector to those that are expected in the public and owner occupied sectors.

Landlord / Managing Agent Commitment

As a landlord/agent in the private rented sector operating in Southwark I am/will:

1. Join a recognised landlords association/representative group or have a housing related professional qualification (landlords) and be a member of an accreditation scheme to help keep up to date with the law and best practice on housing.
2. Have landlords insurance for the building and fixtures, making clear the tenants' need to insure their contents.
3. Advertise my property honestly and in accordance with the law.
4. Place all tenants' deposits in a government-backed tenancy deposit scheme (TDP).
5. Publish any fire risk assessments for my properties online.
6. Accept tenants referred by the council with current homelessness status.

For my tenants and their tenancies I will:

7. Provide tenants with a clear written tenancy agreement.
8. Agree meter readings for them to use when the bills are transferred to them.
9. Provide a clear written description of which party is responsible for paying; council tax, utility bills, phone, broadband, satellite tv or other media services and any other regular charges known to affect the letting.
10. Provide information on where the meters are and the location of gas and water valves for emergency purposes as well as details of emergency contacts.
11. Give tenants a pack that includes the following:
 - a. A copy of the How to Rent: the checklist for renting in England (available from <https://www.gov.uk/government/publications/how-to-rent>).
 - b. A schedule of conditions and/or inventory appropriate to the property concerned signed by both parties and including photos.
 - c. Information on local and council services available to the tenant.
 - d. Where to get mediation and tenancy advice.
 - e. Contacts and information regarding the council's Private Renter's Union.
 - f. Information on how to arrange for bulk waste removal.
12. Ensure that tenancy agreements give clear and full information about the responsibilities of both the landlord and the tenant, and of any restrictions.
13. Provide security of tenure by:
 - a. Giving the tenant the choice of a fixed term tenancy of up to five years for security, or a 'periodic tenancy' for flexibility after the initial six or twelve months of the tenancy has ended successfully.
 - b. Protect tenants against harassment or illegal eviction and not evict tenants without an acceptable reason i.e.

For portfolio landlords:

- Tenant's poor conduct.
- Tenant is not occupying the property.
- Tenant has breached the tenancy agreement.
- Rent is in arrears or often late.
- Tenant has a relevant criminal conviction.
- Tenant displays relevant anti-social behaviour.
- Landlord needs to sell or completely refurbish the property.

- Property is to be sold by the lender.
- Where there has been a change in the tenant's status e.g. Tenant is no longer an employee of landlord or is no longer a student & property is purpose-built student accommodation.
- Tenancy cannot legally continue.
- Landlord has been issued with an over-crowding notice.

For single property landlords (all of the above and the following)

- A landlord or family member needs the accommodation for their own use and there are no alternatives (i.e. For financial reasons).
14. Agree to enter into council supported mediation before taking action to terminate tenancies where there are issues with the tenant's behaviour.
 15. Increase the notice given for a tenant to leave the property by one month for each year the tenant has lived in the property, up to a maximum of six months.
 16. Keep rents and additional costs to a reasonable level by:
 - a. Committing to charging rents which are as reasonable as their financial situation allows – being aware of the effect high rents have on tenants' lives.
 - b. Not using Letting Agents who charge fees to tenants and will not charge any fees to tenants either.
 - c. Ensuring that rent will not be increased more than once every two years.
 - d. Giving three months' notice of any increase in rent.
 - e. Not charging tenants for the renewal of tenancy agreements.
 17. Provide the tenant with the chance to carry out a joint inventory inspection at the start and end of the tenancy.

My properties will:

18. Provide a Decent Home (using the Decent Home Standard as a guide) that is
 - a. Free from Health & Safety Hazards (i.e. Category 1 hazards or significant category 2 hazards under the Housing Health and Safety Rating System)
 - b. In a good state of repair
 - c. Has reasonably modern facilities and services
 - d. Provided with a reasonable degree of thermal comfort and have an Energy Performance Certificate of D or above
19. Have a planned programme to improve the energy efficiency of the building, as far as reasonably practicable.
20. Have a planned programme for maintenance and improvements, carried out as far as possible at times which are convenient for the tenant.
21. Have a gas service and repair contract (when there are gas appliances in the property)
22. Have outdoor spaces (where appropriate) that are clean and safe with adequate fencing and paved areas.
23. Have draft proofing to all external doors and windows where necessary.
24. Will be thoroughly cleaned at the beginning of any tenancy, including carpets and flooring, bathrooms and kitchens, and any furnishings and appliances included in the letting.
25. Have walls, floors, ceilings and fixtures which are in a good state of repair, clean and in reasonable decorative order.
26. Have any repairs carried out promptly i.e.
 - a. Emergency Repairs - Defined as affecting health or safety, e.g. Major electrical fault, blocked WC. Repair carried out within 24 hours
 - b. Urgent Repairs - Defined as affecting material comfort, e.g. Hot water, heating, fridge failure, serious roof leak. Repairs carried out within 5 working days
 - c. Non Urgent Repairs - Anything that does not fall into the two former categories that do not affect health and safety or material comfort. Repairs carried out in 20 working days.

Landlord(s)/Agent

Signature:

Date:

Expiry date (5 Years from date of signature)

2021 Private Rented Sector Property Licensing Proposals

Engagement and Consultation Plan

Version 2

Date 07 01 2020

Author: *Emma Trott – Regulatory Services - Environment*

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1. Introduction

1.1 What is the purpose of this engagement?

There are two parts to the engagement

The first is to ask for details of any experiences regarding the condition of the private rented sector in Southwark and its effect on deprivation, crime and antisocial behaviour.

The second is to provide stakeholders such as landlords, managing agents and tenants with the opportunity to provide their opinions on the Council's draft proposals to renew the additional licensing scheme, and to renew and extend the selective licensing scheme.

The result of this consultation, together with evidence obtained from various other sources will help the council devise a final set of proposals for licensing from 2021-2026 and ensure any proposals meet the needs of, and address appropriate issues, in the borough and the private rented sector.

1.2 What do we want to achieve?

The proposals for both schemes can be found in their entirety in Appendix 1; however, the overall aim of licensing is to help us to work with landlords to drive up the conditions and management standards of the private rented sector by:

- Facilitating the identification of all privately rented properties within the borough
- Establishing a more complete register of landlords operating in Southwark
- Enabling us to provide an improved strategic approach to managing the sector by redefining how the service operates by shifting the emphasis from a reactive to a proactive service
- Giving us the opportunity to inspect licensable properties to assess living conditions and to ensure that conditions of the licence are being adhered to
- Helping us to ensure that a proper standard of management of privately rented property is maintained and that properties do not become overcrowded
- Strengthening enforcement action to tackle of rogue landlords in the sector

1.3 How do we plan to achieve our objectives?

The council proposes an initial consultation to obtain feedback and views on the current licensing schemes and issues connected to the private rented sector. The results of this consultation will help the council form proposals for two new discretionary licensing schemes for 2021 to 2026. The proposals for discretionary licensing will then be put forward for public consultation at the beginning of 2020. Following this full consultation the council will make decisions on the final proposals for discretionary licensing and a) implement an additional licensing scheme and b) apply to the Secretary of State (SoS) for approval of its proposals for a selective licensing scheme for the borough. Once SoS approval has been sought the council will implement the selective licensing scheme.

2. What can be influenced by the public and what is fixed?

Fixed:

- Mandatory licence conditions for both selective and additional schemes

Can be influenced by the public:

- Whether we bring in an additional scheme
- Where we bring in an additional scheme
- Whether we bring in a selective licensing scheme
- Where we bring in a selective licensing scheme
- The fees and discounts applicable to the proposed schemes

- The discretionary licence conditions for both proposed schemes.

3. Engagement and Consultation Plan

3.1 Who are we engaging?

General target group	Examples of Individuals/organisations
Landlords	<ul style="list-style-type: none"> • Landlords operating and/or living in Southwark
Landlord groups	<ul style="list-style-type: none"> • National Landlords association • London Landlord Accreditation Scheme
Managing and letting agents	<ul style="list-style-type: none"> • To include large chain managing and letting agents with local branches operating in Southwark
Residents	<ul style="list-style-type: none"> • Tenants who have privately rented within the last 5 years • Residents who have indirect experience of the private rented sector (i.e. neighbours of PRS properties) • Other organisations that represent tenants in the PRS
Organisations that represent tenants in the PRS	<ul style="list-style-type: none"> • Representatives of Tenant Management Organisations (TMOs) • Representatives of Tenant and resident Organisations (TROs)
Professional bodies	<ul style="list-style-type: none"> • Chartered Institute of Housing • Chartered Institute of Environmental Health • The Building and Social Housing Foundation • Local Government Association • Local Government Information Unit • IPPR
Universities	<ul style="list-style-type: none"> • London Southbank University • London College of Communication, University of the Arts • LeSoCo • LSE Students' Union • University of the Arts Students' Union • London South Bank Students' Union

	<ul style="list-style-type: none"> • University of London Students' Union • National Union of Students
Neighbouring local authorities	<ul style="list-style-type: none"> • Lewisham • Lambeth • Croydon • Bromley • Tower Hamlets • City of London
Charities	<ul style="list-style-type: none"> • Lambeth and Southwark Mind • Shelter • Crisis • St Mungos • National Housing Federation • Centrepont • The Children's Society • Barnardo's • Action For Children • Women's Aid • SOLACE • Refuge • Joseph Rowntree Foundation • Praxis • Healthwatch England • The Tenants Voice • Actionplus Foundation (UK)
Advice groups	<ul style="list-style-type: none"> • Black Elderly Group Southwark • Blackfriars Settlement • Dulwich Helpline • Blackfriars Advice Centre • Citizens Advice Bureau • Southwark Law Centre • Cambridge House Legal Centre • Multi-Lingual Community Rights Shop • Victim Support Southwark • Southwark Mediation Centre • Southwark Disablement Association • Bengali Community Development Project • Aaina Women's Group • Latin American Women's Rights Services • Millwall Community Scheme • Southwark Churches Care • Southwark Legal and Advisory Network • Southwark Pensioners Centre • Southwark Somali Advisory Forum

3.2 When and how are we engaging?

When: The consultation period for selective and additional licensing proposals required by DCLG is 10 weeks. In order to reach as many consultees as possible, it has been decided that this consultation will be extended to 12 weeks, commencing on 5th February 2020 concluding on 29th April 2020. To support this and making use of the additional time, a number of different engagement activities have been planned for the licensing proposals.

Online consultation questionnaire

The primary way in which people will be able provide their feedback on the schemes and give details of their experiences will be via the online consultation questionnaire. This is to ensure as much as possible that the responses received are focused on the questions that we need answered and to facilitate the collation, comparison and tracking of responses.

The questionnaire will be relevant for all interested parties as it will ask targeted questions dependant on who you are i.e. whether you are a tenant, landlord or managing agent etc. The questionnaire will be hosted on a dedicated and easily accessible page on the Council's website that will provide the respondent with all the information necessary about the proposal to allow them to make an informed response. The on-line questionnaire will be accessible via all digital platforms – mobile, tablet, laptop/computer. Residents without digital access will be able to request a paper copy or can be supported to complete the questionnaire digitally at one of our engagement sessions or during an appointment with an officer.

Meetings/workshops/forums/engagement sessions

During the course of the consultation we will be running a number of events to encourage engagement with stakeholders. We will be attending multiple landlord's forums and homeless forums to inform them about the consultation and engage in Q & A sessions. Attendees will be invited to our consultation workshops and/or encouraged to fill out our online consultation questionnaire on the tablets we will have available at the sessions.

We will be holding a total of six workshops, three for landlords and agents and three for residents. These workshops will allow each group the opportunity for an in-depth interactive session to discuss their thoughts on our proposals and their experiences regarding the private rented sector in Southwark and its effect on deprivation, crime and anti-social behaviour. Attendees will be encouraged to complete our online questionnaire on the tables we will have available at the sessions.

Face to face with residents

Officers will be handing out flyers advertising our online consultation questionnaire to residents of the private sector during all housing inspections undertaken during the consultation period. All officers undertaking inspections will be equipped with a tablet so that the residents without digital access will be able to complete the questionnaire should they wish to.

Housing Solutions run weekly tenancy workshops to equip those who are actively looking for private rented accommodation with the skills and knowledge to help find a tenancy in the private rented sector. We will be attending a number of these workshops to inform attendees of the consultation and ask for their views; tablets will be available for those that wish to complete the questionnaire.

In writing/email

Contact details will also be advertised as part of the consultation so that representations can also be made via e-mail or in writing. There will be a dedicated email address for responses.

The consultation will take note of any formal petitions and will also take note of any activity on social media, although this will not equate to a formal representation.

3.3 What are the questions we will ask?

The example questions used here are samples taken from our online consultation questionnaire and should not be considered exhaustive. There will be an extensive evidence pack with all of the background information to allow respondents to understand what they are being asked and give a considered response.

1. In the last 5 years, have you received complaints from neighbours or tenants regarding antisocial behaviour in one of your properties or by your tenants?
2. What type of antisocial behaviour did these complaints relate to?
 - Nuisance, rowdy or inconsiderate neighbours
 - Vandalism or graffiti
 - Alcohol or drug related activity
 - Environmental damage including littering, dumping of rubbish and abandonment of cars
 - Prostitution related activity
 - Begging or vagrancy
 - Fireworks misuse
 - Inconsiderate or inappropriate use of vehicle
 - Other
3. In the last 5 years, have you experienced:
 - Antisocial behaviour from other private tenants within the property you were occupying
 - Antisocial behaviour from a neighbouring property that was occupied by private tenants
 - Neither
4. Do you agree with the council's proposal to introduce a renewed additional licensing scheme in 2021-2026?
 - Yes
 - No
 - Not sure
5. Do you think any of the proposed conditions should be removed?
 - Yes
 - No
 - Not sure
6. Do you think any of the proposed conditions are unclear?
 - Yes
 - No
 - Not sure
7. Are there any further conditions that we should add?
8. Do you agree with the council's proposal to introduce a renewed and expanded selective licensing scheme in 2021-2026?
 - Yes
 - No
 - Not sure
9. Do you agree with the wards that we have proposed to include in the selective licensing scheme?
10. Do you agree that these fees are reasonable?
11. If you are a landlord, would you be interested in signing up to the Gold Standard Charter?
 - Yes
 - No

- Not sure
- I am not a landlord

12. Would the proposed 50% discount on licensing fees be an incentive for you?

- Yes
- No
- Not sure

13. As a tenant, would you be more likely to move into a property with a landlord or managing agent who has signed up to the Gold Standard Charter than one without?

- Yes
- No
- Not sure
- I am not a tenant

14. Are there any criteria for the Gold Standard Charter that you think should NOT be included, and why?

15. Are there any criteria for the Gold Standard Charter that you would like to see ADDED, and why?

3.4 How will we promote the engagement opportunity?

The Council will conduct necessary communications activity to promote the consultation and ensure a true reflection of the views of the affected groups relation to this consultation is achieved. The key to successful consultation is to ensure that stakeholders who could be affected are informed and aware of the proposals and understand how they can provide feedback. Communications will take place throughout the duration of the consultation and will include:

- Advertising on electronic media such as The Source, Southwark Council website
- An eform linked to the main consultation webpage
- Advertising on Social media such as Twitter, Instagram, Facebook
- Straplines linked to the main consultation page to be added to all Officer email signatures
- Flyers to be handed out at a variety of events
- Posters/Advertising on buses and bus shelters
- Direct emailing of landlords and managing/letting agents or properties licensed within the last 5 years
- Engagement sessions with managing/letting agents.
- Direct mail and email to local communities
- Press releases in local publications such as Southwark Life, South London Press, Peckham Peculiar
- Posters erected in libraries and public buildings referring people to the consultation.
- Flyers to be sent to addresses that are indicated by Council data as occupied by residents with a profile that matched those in the PRS.
- Flyers to be handed out to tenants and landlords during all Private Sector Housing Enforcement and Licensing team visits/inspections.
- Flyers for students to be distributed at local higher education establishments
- Community meetings and events in Southwark, including area housing forums, street consultation events and focus groups for the representatives of some minority groups
- Landlord representative events, including a landlords forum, landlords focus group and Southwark Homeowners Forum for leaseholders
- Publicity on a landlord information website
- Meetings with representatives of charities such as Shelter, Crisis, St Mungos etc.
- Emails to a wide range of national, regional and local stakeholders
- Posters/Advertising on In-Block Management Boards
- Posters/Advertising on Resident Association community boards
- A dedicated email address for responses
- Banners for events.

- Powerpoint presentations for events.
- Direct emailing of landlords who are members of the landlord forum
- Direct emailing to Landlord forums or other professional landlord groups.
- Direct emailing of accreditation schemes.
- Direct emailing of Resident Associations, TMOs and TROs.
- Officers interviewing tenants and landlords/managing agents whilst on inspections
- Direct contact with landlords and managing agents and bodies representing landlords and agents
- Invitation of various stakeholders to workshops
- Presentations at forums
- Advertised internally on staff intranet
- Direct email to the equivalent team in neighbouring local authorities

3.5 What is our plan for letting people know the outcome of the consultation?

Throughout the consultation process a record of each consultation event or period that has been undertaken and the feedback obtained will be formally logged. The record will detail the date of the consultation, what form of consultation took place, who was consulted and what feedback was given. Once the consultation has concluded and all responses are in, all feedback will be analysed and summarised in the consultation report.

Southwark council are committed to ensuring all comments received are recorded and there is a clear audit trail of all decisions made and how consultation responses were taken into consideration and balanced with any evidence and specific information gathered. The consultation report will be published and placed on the website. The outcomes of the consultation and response to the consultation, plus any recommendations for a selective and additional licencing scheme will be made to the Council's Cabinet. The response to the Consultation and what actions and/or changes have been made to the scheme as a result will form part of the submission to government.

4. Activity plan

NO.	WHAT	WHO	PURPOSE	WHERE	WHEN	LEAD
Meetings						
	Landlords Forum	80+	Introduce the plan to hold a consultation and ask for volunteers to attend our licensing consultation workshops	Tooley St	September	Jerome Duffy
	Landlords Forum	80+	Introduce the plan to hold a consultation and ask for volunteers to attend our licensing consultation workshops	Tooley St	March	Jerome Duffy
	Homeless forum	40+	Introduce the plan to hold a consultation and ask for volunteers to attend our licensing consultation workshops	Anthony Gold Solicitors, Tooley St	January	John Morteo
	Landlords Workshop	10+	Discussion workshop to establish private sector landlords' opinions on the proposals with brief Q&A session.	Tooley St	March	Emma Trott
	Tenants Workshop	10+	Discussion workshop to establish private sector tenants' opinions on the proposals with brief Q&A session.	Tooley St	March	Emma Trott
	Landlords Workshop	10+	Discussion workshop to establish private sector landlords' opinions on the proposals with brief Q&A session.	Tooley St	April	Emma Trott
	Tenants Workshop	10+	Discussion workshop to establish private sector tenants' opinions on the proposals with brief Q&A session.	Tooley St	April	Emma Trott
	Landlords Workshop	10+	Discussion workshop to establish private sector landlords' opinions on the proposals with brief Q&A session.	Tooley St –	May	Emma Trott
	Tenants Workshop	10+	Discussion workshop to establish private sector tenants' opinions on the proposals with brief Q&A session.	Tooley St –	May	Emma Trott
	Attend Community Council Meetings		Introduce the plan to hold a consultation and ask for volunteers to attend our licensing consultation workshops			Emma Trott
Press Releases						
	News Story for press	General public	Fly on wall bad landlord story with lead into licensing consultation	EHN, Southwark Life, South London Press, Southwark News, Peckham Peculiar, Lambeth & Southwark News	First week of consultation	Jane Evans (press officer)
	Adverts in press	General	Advertise licensing consultation	EHN, Southwark Life,	Week one of	Jane

		public		South London Press, Southwark News, Peckham Peculiar, Lambeth & Southwark News	consultation and week 6 of consultation	Evans
	Landlords Bulletin	300+	Advertise licensing consultation	Mail list	February	Jerome Duffy
	London Landlord accreditation scheme newsletter	All member of the LLAS	Advertise licensing consultation	Members list		Camden Council
Additional Advertising						
	Strap lines on emails	General public	Advertise licensing consultation	Housing enforcement (19 officers) Housing Options/tenancy relations teams	Duration of consultation	Emma Trott
	Social media campaign	General public	Advertise licensing consultation	Facebook, Twitter, Instagram, Yammer	Once a week for the duration of consultation	Baljit Sangha
	Advertising on electronic media	General public	Advertise licensing consultation	The Source, Southwark Council website	Duration of consultation	Baljit Sangha
	Southwark Life Housing e-news newsletter	Mailing list	Advertise licensing consultation	Mail list		Baljit Sangha
	Email/Mail shot to stakeholders	Mailing list	Advertise licensing consultation		March	Xenia Baldiviezo
	Email invitations	Mailing list	Invite landlords, tenants and agents to our discussion workshops on our licensing proposals	Email	February	Xenia Baldiviezo
	Posters	General public	Advertise licensing consultation	To be displayed in: libraries, leisure centres, Churches, community halls, communal areas in council blocks, cinemas, telephone boxes	Duration of consultation	Laura Wilkinson
	Adshels	General public	Advertise licensing consultation	Roadside in high traffic areas, bus stops and busy pedestrian areas	Duration of consultation	Laura Wilkinson
	Digital marketing boards	General public	Advertise licensing consultation	Busy pedestrian areas	Duration of consultation	Laura Wilkinson
	Banners	General public	Advertise licensing consultation	Railings outside public owned buildings	Duration of consultation	Laura Wilkinson
	Flyers	General public	Advertise licensing consultation	Handed out by officers during all private sector housing inspections	Duration of consultation	Laura Wilkinson

Events						
	Information stall set up	General public	To advertise the consultation and offer the public the chance to approach us informally and ask questions they have regarding the scheme.	Universities, Tooley St. atrium, Peckham pulse, East Dulwich leisure centre, libraries, community centres, East street market	Multiple events throughout the consultation	Laura Wilkinson

5. Contact information

Stakeholders are able to contact officers if they would like to know more about the engagement plan or activities:

(Enter a generic/officer email address)

Telephone: (Enter telephone number)

In writing to:

(Enter your address)

Version 2

Date 07 01 2020

Author: *Emma Trott – Regulatory Services - Environment*

Officer	Position	Version	Distribution date
Emma Trott	Private Sector Housing Enforcement & Licensing Unit Manager	1	
	Lead Officer		
Cllr Victoria Mills	Cabinet Member for Finance, Performance and Brexit		
	Ward Cllrs		
Jonathan Hamston	Community Engagement		

Consultation on Proposals for the Private Rented Sector 2020 - 2026: Equality analysis

March 2020

Appendix 5

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	A public consultation to renew and extend property licensing in the private rented sector and to introduce a Gold Standard Charter for the Private Rented Sector		
Equality analysis author	Emma Trott, Private Sector Housing Enforcement & Licensing Unit Manager		
Strategic Director:	Caroline Bruce		
Department	Environment & Social Regeneration	Division	Regulatory Services
Period analysis undertaken	December 2019 – January 2020		

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

1.1 Brief description of policy/decision/business plan

The Council is currently running an additional licensing scheme that requires all houses in multiple occupation (HMOs) in the borough to be licensed. These are properties that have 3 or more people from more than one household sharing amenities and usually house the most vulnerable in our society.

The Council is currently running a selective licensing scheme that requires all rented properties, that do not fall under the definition of an HMO, in certain areas of the Borough to be licensed.

Both of the above schemes are due to end on the 31st December 2020.

Licensable properties are required to meet conditions that are aimed at ensuring fit and proper management and tenancy, providing a fair environment for all landlords, better choice and standard of rented accommodation, and be adverse to rogue and non-compliant landlords and tenants.

The Council plans to consult on additional licensing continuing for another five years, from 2021 to 2026 and on selective licensing continuing as well as being expanded in area for the same time period.

The Council has powers to deal with poor living conditions within the private rented sector (PRS). However, the legal standard that is enforceable is relatively basic and does not reflect the council's aspirations for the Borough.

The Council also plans to consult on the introduction of a Gold Standard Charter for the private rented sector. The standard encompasses not only the basic legal requirements, but a higher standard to improve the quality of accommodation and conditions for tenants and bring it into line with the standards found in the social rented sector.

The Council wants to make sure that private rented properties in the Borough offer residents a choice of safe, good quality and well managed accommodation. Decent housing is the bedrock of people's lives and a strong and cohesive local community. A more stable and high quality private rented sector will lead to better community relations and less of the anti-social behaviour that can hurt our neighbourhoods.

The council wants to make Southwark a place to call home and a place to belong. That means giving residents all the personal, social and economic tools to overcome challenges and achieve their aspirations. We also want to make sure people from all walks of life are welcome in our communities, and provide a good quality environment.

The decision maker is Cabinet

Section 3: Overview of service users and key stakeholders to be consulted

2. Service users and stakeholders	
<p>Key users of the department or service</p>	<p>The PRS provides accommodation for roughly one third of the residents of Southwark. Over 40,000 residents live in privately rented dwellings.</p> <p>The types of tenants who occupy properties in the private rented sector can range from the poorest and most vulnerable in our society to students, young professionals and families.</p> <p>It is estimated that there are over 5,000 private sector landlords operating in Southwark. These are important recipients of our services. There is a willingness on the parts of most landlords to comply with basic health and safety requirements. However, lack of incentive, knowledge and so many resources to refer to often means that they are unaware of their responsibilities and do not know what constitutes decent accommodation, good practice or how to achieve a higher standard of accommodation.</p> <p>Private sector tenants are key users of our services as they are able to report to us any problems they are experiencing in their homes that may need intervention by the Council.</p> <p>The general public are also able to report to us any problems that may be experiencing that are arising from private rented dwellings.</p> <p>Monitoring data collated indicates there are a number of key characteristics of clients using the services.</p> <p>Approximately 72 per cent are from black and minority ethnic (BME) communities. This is significantly higher than the proportion of Southwark residents from these communities, which is closer to 50 per cent according to 2011 Census data. This level of take-up by BME communities is clearly a key factor when considering how best to commission services able to meet their needs.</p> <p>In terms of service users 3,569 out of a total of 27,696 within a one year period reported having a disability. This indicates a significant level of need relating to ill-health and disability.</p>
<p>Key stakeholders were/are involved in this policy/decision/business plan</p>	<p>Consultation regarding property licensing and the Gold Standard Charter is due to take place after April 2020</p> <p>The purpose of this will be to consult with a broad range of stakeholders before finalising the licensing proposals, including the areas in which selective licensing will operate and the content and process for the Gold Standard Charter.</p> <p>Stakeholders will consist of representatives from:</p> <ul style="list-style-type: none"> • Landlords groups • Managing agents

	<ul style="list-style-type: none"> • Tenants groups • Internally with other council teams that work with the PRS (e.g. Tenancy Relations, Trading Standards) • Relevant charities and other third party groups providing support to the private rented sector. • The general public <p>The broad scope of the consultation will be to establish whether the detail of the additional and selective property licensing schemes as well as the content of the Gold Standard Charter is inclusive, appropriate, accessible and beneficial.</p>
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Section 4: Pre-implementation equality analysis

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

The private sector houses the full range of age groups. Families with small children and older people who reside in private rented accommodation can have very low incomes and other disadvantages, for example education and language barriers so their ability to mitigate problems is more limited. The conditions in this market in Southwark stretch from the exclusive accommodation provided in the north of the borough to the very lowest end of the rental market.

All private tenants will be positively affected by any designation for property licensing as they will benefit from the additional requirements on licensed landlords to provide a written tenancy and statutory management arrangements. Further, landlords without licenses are unable to use the mandatory grounds for possession (s21) in the County Court. Landlords guilty of certain criminal offences are banned (“not fit and proper”) from holding licences in Southwark

Generally the effect of property licensing is to formalise the lightly regulated private rented housing market by imposing an increased regulatory framework to impose obligations on landlords / licence holders. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore it can assist with community cohesion and tackle exclusion.

Better managed PRS properties also improves the quality of life of many other Southwark residents not living in the PRS as they are indirectly impacted by low level neighbourhood anti-social behaviour such as noise.

Licensing schemes should affect all equally. It has the potential to improve the situation for all areas of the community as it increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc.

Consulting with tenants and the public should not have any negative effects other than

that some groups may not have their opinions represented due to their age and their ability to access the Council's online materials or ability to attend consultation events.

Equality information on which above analysis is based

Census data, DCLG Reports, British Housing Condition Survey Data, Housing Act 2004 HHSRS data

Mitigating actions to be taken

In order to ensure that we include the members of the older generation who may not have access to online materials or younger generations (i.e 16-24 year olds) the consultation will include:

- Publicity on social media with a link to an online questionnaire
- Consultation events in public buildings, such as libraries, outside buildings such as supermarkets and hold public events in the street in order to reach this group of stakeholders. Council staff will be available with electronic devices (i.e. tablets and laptops) to complete the consultation with the stakeholder or member of the public.
- Contacting charities and third party groups that represent such stakeholders directly as part of the consultation, such as Age Concern, Help the Aged, Action for Children, the Children's Society and groups representing ethnic minorities.

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.

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

Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as it increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore it can assist with community cohesion and tackle exclusion.

Tenants with disabilities or medical conditions are usually more vulnerable to certain hazards, even those that present at a low enough level to not be a hazard under the HHSRS. Licensing will help the council to improve the management of the PRS and reduce the chances of hazards occurring.

Equality information on which above analysis is based
Census data, DCLG Reports, British Housing Condition Survey Data, Housing Act 2004 HHSRS data (vulnerable groups), Decent Homes Standard 2006
Mitigating actions to be taken
<p>In order to ensure we capture opinions from anyone with a disability the consultation will include:</p> <ul style="list-style-type: none"> • An online questionnaire • Consultation events in public buildings, such as libraries, outside buildings such as supermarkets and hold public events in the street in order to reach this group of stakeholders. Council staff will be available with electronic devices (i.e. tablets and laptops) to complete the consultation with the stakeholder or member of the public. • Contacting charities and third party groups that represent such stakeholders directly as part of the consultation, such as Mind, Southwark Disablement Association and Together for Mental Wellbeing.

Gender reassignment - The process of transitioning from one gender to another.
Possible impacts (positive and negative) of proposed policy/decision/business plan
<p>No specific impacts have been identified or raised in relation to this.</p> <p>Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore is can assist with community cohesion and tackle exclusion.</p>
Equality information on which above analysis is based.
N/a
Mitigating actions to be taken

There is no evidence that the consultation will negatively affect anyone in this group or that access to the consultation will be restricted.

Marriage and Civil Partnership - In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and 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)**.

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

Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore it can assist with community cohesion and tackle exclusion.

Equality information on which above analysis is based

N/a

Mitigating actions to be taken

There is no evidence that the consultation will negatively affect anyone in this group or that access to the consultation will be restricted.

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.

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

In general more people are raising their families in the PRS as the supply of social housing is restricted and property ownership becomes less affordable. Therefore more children are being affected by PRS issues. Pregnant women, new mothers and their babies are more vulnerable to certain hazards and require a higher level of self care and cleanliness in the home. Facilities such as adequate hot water and heating are essential

and can cause serious issues if not available for just a short period of time. Whilst legislation allows us to require a landlord to repair boilers and heating systems if they are not working, we cannot legally require the landlord to put measures in place to prevent the issues occurring. Encouraging landlords to have boiler service and repair contracts, for example, will mean that a tenant can arrange for repairs quickly and conveniently reducing the likelihood of a malfunction and reducing the potential impact should their boiler fail in some way. Similarly, as long as a bathroom or kitchen functions legislation does not allow for its replacement.

There will probably be a significant number of expectant mothers living in the PRS and the effect of licensing for these households is positive.

Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore it can assist with community cohesion and tackle exclusion.

The consultation will be advertised in many types of media, including in the printed media, social media and in public places. Consultation materials will be available online. Therefore, pregnant women and new mothers who may be less mobile should still be able to participate in the consultation.

Equality information on which above analysis is based

Census Data, DCLG data, Anecdotal evidence

Mitigating actions to be taken

In order to ensure pregnant women and new mothers who may be less mobile can participate in the consultation the consultation will include:

- Advertising on social media and an online questionnaire
- Consultation events in public buildings, such as libraries, outside buildings such as supermarkets and hold public events in the street in order to reach this group of stakeholders. Council staff will be available with electronic devices (i.e. tablets and laptops) to complete the consultation with the stakeholder or member of the public.

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

There are reported problems with ethnicity and access to PRS lettings. It is also the case that new communities form in Southwark over time. These communities are often

exposed to the poorest accommodation as they seek to gain a foothold in the wider community.

As the PRS is likely to be the only accessible housing tenure for new communities to Southwark, different faith groups will be well represented and licensing as well as the Gold Standard Charter will have a positive effect for these households.

Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore it can assist with community cohesion and tackle exclusion.

Consulting with tenants and the public should not have any negative effects other than that some groups may not have their opinions represented due to language barriers and their ability to understand the consultation.

Equality information on which above analysis is based

Census Data, DCLG data, Anecdotal evidence

Mitigating actions to be taken

In order to ensure that we include people with language barriers are included in this consultation we will be contacting charities and third party groups that represent such stakeholders as part of the consultation, such as Citizens Advice Bureaus, Aalna Women's Group.

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

As the PRS is the likely to be the only accessible housing tenure for new communities to Southwark, various ethnic groups will be disproportionately represented and licensing as well as the Gold Standard Charter will have a positive effect for these households.

Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership

therefore is can assist with community cohesion and tackle exclusion.

Equality information on which above analysis is based

N/a

Mitigating actions to be taken

There is no evidence that the consultation will negatively affect anyone in this group or that access to the consultation will be restricted.

Sex - A man or a woman.

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

No specific impacts have been identified or raised in relation to this.

Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore is can assist with community cohesion and tackle exclusion.

Equality information on which above analysis is based

Organisations' equality & diversity policies
 Monitoring data collected
 Monitoring information from other programmes e.g. Community Capacity programme
 Feedback from stakeholders
 Analysis of impacts of Welfare Reform (Southwark Council, Corporate Strategy unit)

Mitigating actions to be taken

There is no evidence that the consultation will negatively affect anyone in this group or that access to the consultation will be restricted.

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
<p>No specific impacts have been identified or raised in relation to this.</p> <p>Licensing schemes and the Gold Standard Charter should affect all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc. It should lead to better quality accommodation and greater community stability for groups who are unable to access social housing or homeownership therefore it can assist with community cohesion and tackle exclusion.</p>
Equality information on which above analysis is based
N/a
Mitigating actions to be taken
There is no evidence that the consultation will negatively affect anyone in this group or that access to the consultation will be restricted.

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
<p>Property licensing and the proposed Gold Standard Charter will support the Human Rights of members of the community of Southwark at a number of levels. Improved property conditions support improved public health, reduction in fear, harassment and uncertainty in the domestic environment.</p> <p>Our focus on improved facilities, safety, security, privacy and improving management and maintenance all contribute to the resident of a PRS property realising the intended benefits of an improved private rented sector and in particular the right to life.</p>
Information on which above analysis is based

The Human Rights Act, Housing Act 2004 HHSRS

Mitigating actions to be taken

There is no evidence that the consultation will affect the human rights of any stakeholder or member of the public.

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	Establish whether the detail of the proposed licensing schemes and the content of the Gold Standard Charter is inclusive, appropriate, accessible and beneficial.	Carry out consultation as planned in Appendix 2 of the main cabinet report	12 weeks between 21 January 2019 to 15 March 2019
2	Establish whether the detail of the proposed licensing schemes and the content of the Gold Standard Charter is inclusive, appropriate, accessible and beneficial.	Analyse results of consultation and draft consultation report Make appropriate changes to the details of the licensing schemes and the contents of the Gold Standard Charter and award scheme	March – April 2019
3	Ensuring that licensing and the Gold Standard Charter have an effect across the broad range of PRS in the Borough	Undertake a pilot and review the effectiveness of the Gold Standard Charter and it's associated award scheme	May – January 2020
4	Launch full scheme with input and administration from proposed Renter's Union	Set up full scheme with campaigning and administration	February - March 2020

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	
			2019/20	2020/21
Monitoring equality outcomes from property licensing and the Gold Standard Charter	Emma Trott	None	April 2019	NA

consultation				
Monitoring equality outcomes from the full schemes	Emma Trott	None	March 2020	March 2021

The Southwark Great Estates Guarantee and Commitments

Resident Responsibilities

Listed below are the resident behaviours and actions we would like to encourage, which have been provided with the rationale for requesting these are followed. .

Cared for:

What we ask from our residents	The reasons why
Cared for estates and buildings	
<ul style="list-style-type: none"> Residents take care not to damage the decorations in communal areas or overload lifts. Including not allowing children to play in lifts Contribute/volunteer to attend regular estate inspections Set up and contribute to resident involvement structures such as tenant and resident associations. 	<ul style="list-style-type: none"> Helps to reduce the number of call outs for repairs and keeps the lifts in working order. The savings made from unnecessary repairs can be redirected into the aspirations we have for improving your estate Residents are best placed to know what is needed on their estate and their contributions with inspections will help us to achieve higher standards than we do currently Becoming involved with resident structures can provide residents with a voice in the day to day management of their estate, enabling resident led community events, initiatives, estate days etc. to be held
Cared for gardens	
<ul style="list-style-type: none"> Volunteering, where appropriate, to garden estates, using tools supplied by the council if required Development of Community gardens, herb gardens etc. working with voluntary groups, resident groups etc. 	<ul style="list-style-type: none"> Helps to encourage healthy activity by working with a community gardening coordinator on sustainable gardening projects Can lead to healthy activity and reduce isolation by providing opportunities by getting to know neighbours and the local community

Clean

What we ask from our residents	The reasons why
Clean estates	
<ul style="list-style-type: none"> Keeping the area directly outside your front door clear and tidy, taking responsibility for any items left by family and visitors Not putting nappies and sanitary towels or other non-toilet waste in the toilet Don't put engine oil etc. down the drains 	<ul style="list-style-type: none"> Keeping communal areas clear of clutter and obstructions will assist a hasty escape in the event of an emergency This will inevitably cause blockages leading to loss of use of facilities, unpleasant odours and unnecessary costs that result in resources being diverted from improvement plans for the estate Blocked drains can cause waste back up, leading to unpleasant odours and avoidable call outs. It is also harmful for the environment, polluting rivers and water supplies

Clear from waste	
<ul style="list-style-type: none"> • Sort recycling and putting rubbish in the chutes or bins provided. • Not leaving rubbish lying around, especially in corridors or stairwells, which hinders emergency escape routes. • Clear up any food waste spillages and carefully dispose of food waste 	<ul style="list-style-type: none"> • Avoiding putting bulky rubbish in the chutes will prevent blockages • Keeping communal areas clean and clear of rubbish helps not to hinder emergency escape routes in case of a fire • Helps to prevent pests/vermin and creates a healthy living environment for all
Clear from fly posting, estate agent boards and graffiti	
<ul style="list-style-type: none"> • Not fly post, graffiti or allow estate agents boards to be erected, reporting any such incidents to the Resident Services Officer 	<ul style="list-style-type: none"> • Ensures the building structure does not become overly cluttered

Safe

What we ask from our residents	The reasons why
Safer from fire	
<ul style="list-style-type: none"> • That you not prop open fire doors or leave any items in common areas • Report any misuse of firefighting equipment • Follow safety instructions and take all precautions to avoid fire, ensuring you have fire and carbon monoxide alarms fitted in your home and they are tested regularly 	<ul style="list-style-type: none"> • Following safety advice minimises risk and keeping escape routes clear is vital in case of the need for evacuation
Safer from crime and anti social behaviour	
<ul style="list-style-type: none"> • Cooperate with authorities in tackling anti social behaviour and report any incidents to your Resident Services Officer • When using door entry systems, check identity of callers before allowing access to communal areas • Create neighbourhood watch schemes and challenge anti-social behaviour where it is safe to do so (reporting to parents etc.) 	<ul style="list-style-type: none"> • The actions taken by residents can help us to keep the community safe

The Southwark Great Estates Guarantee and Commitments

Council Commitments

This component lists council commitments which are: currently funded and delivered; deliverable without significant increase in resources, or where there is an existing clear commitment to introduce a service.

Cared for:

Council commitments
Cared for estates
<p>We will ensure every estate has dedicated staff who work with residents to make it a great place to live. Every estate will have:</p> <ul style="list-style-type: none"> • A named Residents Services Officer (RSO) with their contact details and photos clearly displayed on estate noticeboards and online • Access to support and funding to set up and run a Tenants & Residents Association (TRA) • Monthly inspections of communal areas with residents invited to take part • The results of monthly inspections of communal repairs, are updated and made available to residents the following month • Well presented signage and branding so people can identify the estate and find their way around • Comprehensive and tested engagement protocols in place that ensure residents remain at the heart of our investment and improvement projects. Members of the resident project team will continue to be actively engaged in this process where they add best value
Cared for homes and buildings
<p>We will work with residents to ensure all of our blocks and homes are in good condition. We will invest in ensuring:</p> <ul style="list-style-type: none"> • Homes meet the decent homes standard, so they are warm dry and safe • Kitchens and bathrooms are in good condition, generally kitchens are less than 20 years old and bathrooms less than 30 years old • Heating and hot water is affordable and increasingly low carbon • Repairs are easy to arrange and done right first time • Lifts work and are serviced regularly • Communal areas are decorated when needed • External fixtures (including pipes and cables) are fitted with care, in keeping with the block and are not overly cluttered • Details of proposed major works schemes coming into the programme are available online for all residents to see
Cared for gardens
<p>We will work with residents to ensure green spaces on our estates are well maintained and to get the best out of them for the community. We will:</p> <ul style="list-style-type: none"> • Cut lawns regularly • Maintain rose and shrub beds and hedge bases • Remove unwanted weeds • Support residents to set up and run community gardening projects on their estate • Explore how we can use more of our estate land for allotments and other growing opportunities

Caring communities

We will work with residents to help build strong local communities on our estates and to support residents with particular needs. We will:

- Fund activities that bring the community together and assist with publicising community initiatives. TRAs and TMOs can apply for the new Getting Involved Grants available for services and activities on council estates or council street properties, for the benefit of tenants and residents
- Visit all tenants in their home in line with the visiting programme and maintain regular contact with those who need more support
- Call on residents promptly when there is a cause for concern about their wellbeing
- Support residents who need aids and adaptations to their home (such as ramps and lever taps) to get them fitted
- Proactively support residents who are hoarding
- Ensure our staff and contractors are friendly, considerate and respectful

Clean

Council commitments

Clean Blocks

We will work with residents to keep our estate clean. All of our blocks will have:

- Daily (7 days per week) cleaning of internal communal areas (stairs spot cleaned) and lifts
- Twice weekly mopping of internal communal areas
- Weekly sweeping of external balconies
- Monthly cleansing of internal fixtures and fittings, entry doors and canopies
- Twice yearly cleaning of internal communal windows, walls and ceilings and polishing of vinyl floors
- Cleaning schedules displayed on noticeboards and available online

Clean estates

We will work with residents to keep our estates clear of waste and fly tipping. We will:

- Keep refuse rooms, bin chambers and trailer bays clean, with daily tidying and sweeping and quarterly cleansing
- Inspect refuse chutes daily and rapid response to blockages
- Tidy recycling banks daily
- Sweep and litter pick of hard surfaces and soft landscape areas daily
- Cleanse dog fouling from external hard surfaces daily
- Empty litter and dog bins so they never overflow and wash litter bins every year
- Replace damaged litter bins and paladins quickly
- Remove broken glass daily
- Remove clinical waste and animal carcass rapidly
- Develop more approaches to improved waste management using the learnings from the Estate Improvement Pilots

Clear from fly posting, estate agent boards and graffiti

We will keep our estates clear of fly tipping, graffiti. We will:

- Remove fly tipping quickly
- Provide a rapid response to remove graffiti
- Remove abandoned vehicles
- Use planning enforcement powers to remove estate agents boards

Clear from pests

We will work with residents to remove pests from our blocks by:

- Providing a free pest control call out service for all council tenants, and a low cost service for all other residents, with a discount for those in receipt of benefits
- Undertaking free whole block treatment for tenants where there is a block wide problem, leaseholders will meet the cost through their service charge.

Safe

Council commitments
Safer from fire
<p>We will work with residents and the fire and rescue service to help keep you safe from fire. We will:</p> <ul style="list-style-type: none"> • Undertake regular Fire Risk Assessments of every block and published them online for all blocks of seven storeys and more and available on request for all shorter blocks • Fit automatic fire detection in every tenanted home and offered it to every leaseholders free of charge • Install clear fire safety signs in every block • Provide free advice to our residents to help you keep your home safe from fire
Safer from crime and anti social behaviour
<p>We will work with residents to prevent and tackle anti social behaviour and crime on estates. We will:</p> <ul style="list-style-type: none"> • Ensure all communal spaces and entrances are well lit and clear of obstructions • Install safe places to park bikes and mopeds • Take action against resident causing anti social issues • Provide a dedicated noise nuisance team to investigate complaints about neighbourhood noise and nuisance; including loud music, barking dogs and DIY. • Take action against residents who let out homes in our blocks through Airbnb style short term lets
Safer from other hazards
<p>We will ensure any repairs that are a danger to your health and safety are undertaken quickly, with these repairs made safe within:</p> <ul style="list-style-type: none"> • 4 hours if they are heating, estate lighting, or door entry systems • 2 hours for other repairs

Routes to 11,000: a new council homes strategy for Southwark

March 2020

Creating 11,000 new council homes

FORWARD

The acute housing need of Southwark residents is well documented, with over 20,000 residents waiting for a new council home. Subsequently, our determination to tackle this housing crisis is now turning towards unlocking new and innovative ways of building new council homes, with a special focus on thinking about land resource and capacity in new ways. From infill, adjacent and rooftop sites, to partnering with land-owners to fashioning twenty-first century council estates on newly-bought land, the new homes strategy identifies a number of key options to contributing to creating new high quality, enduring council housing.

This strategy sets out the frameworks and current financial limitations in which the council operates. It sets out the innovative partnerships and delivery mechanisms that that council will employ to meet its target of 11,000 homes whilst still ensuring the residents are at the heart of the programme.

BACKGROUND

Southwark is an inner London borough which presents both great opportunities but also big challenges in terms of housing. Private housing prices and rents remain way out of the reach of a significant proportion of local residents, and factors like the benefit cap have made the sector increasingly unaffordable. Therefore there is an urgent need for more genuinely affordable housing.

Southwark is directly tackling the housing crises in the borough with a commitment to deliver new council homes. The average cost of buying a home in Southwark is over £600,000 and even the lower quartile rent for a two bed in Southwark is over £2,000 a month, both of which are well out of the reach in a borough

where the median household income in the borough is about £31,000.

Southwark Council has made one of the most ambitious commitments to council home delivery in the country, with plans to build or purchase 11,000 new council homes by 2043.

This promise was made in response to feedback from our residents and other expert advice.

In January 2012, we set up the Independent Housing Commission to make recommendations about our long-term investment strategy. In July 2013, we took their conclusions, along with feedback from residents and other stakeholders, and set out our vision for council housing in Southwark.

Southwark agreed a long-term housing strategy for the borough in January 2015. This included specific commitments to increase housing supply: 11,000 new council homes for social rent by 2043 – and at least 2,500 of these built or under construction by 2022.

SOUTHWARK IN KEY NUMBERS



Total number of homes managed by Southwark Council:
52,597

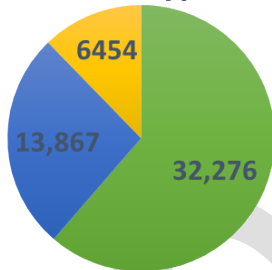


£654,779
Average Southwark property asking price
3.9% change in the last year

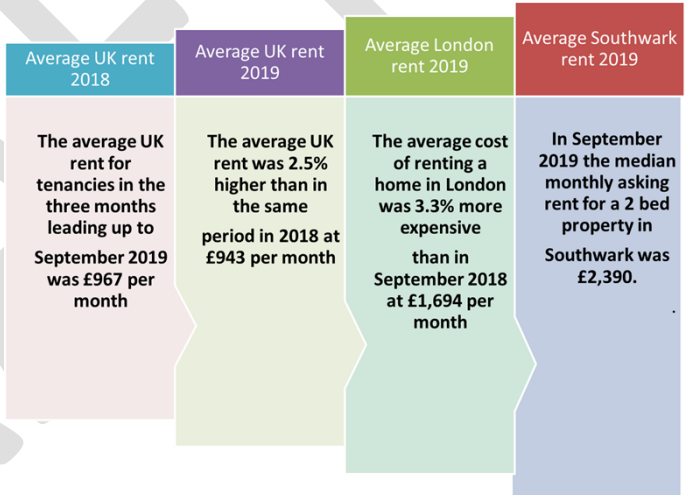


£603,855
Average London property asking price
1.4% change in the last year

Tenure Types

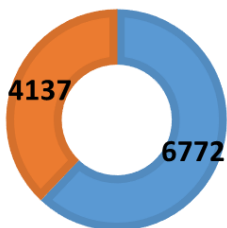


- General Needs
- Leasehold
- Others including TMO tenants



TOTAL NUMBER OF HOUSEHOLDS ON THE HOUSING WAIT LIST AS AT MARCH 2020

- New Applicants
- Transfers



MISSION, VALUES, COMMITMENTS AND ASPIRATIONS

Mission:

To provide a fairer future for all by creating 11,000 new high quality council homes and provide affordable housing that addresses the deficit in truly affordable housing being delivered in the private sector. This will provide an affordable home for you and others living in the borough. These will be homes that everyone can be proud of.

The explicit purpose of the council's New Homes Programme is to maximise the overall supply and proportion of social rent and other genuinely affordable homes as far as programme viability will allow.

Values:

Our values inform what we do across the council and what you can expect from us.

We will:

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

Commitments and aspirations:

We will:

- Build council homes residents will be proud to live in
- Build local construction skills
- Build sustainably
- Build sustainable communities

Build council homes residents will be proud to live in

- Create 2,500 new council homes by 2022
- Build 11,000 new council homes by 2043

- Building additional council intermediate housing, including shared ownership and intermediate rent.
- Increase the number of council homes and build to the highest standards
- Develop the use of off-site modular manufacturing, and modern methods of construction (MMC), where it is appropriate, to minimise the on-site 'installation' time which compares favourably with conventional construction projects built on new foundations
- Build a legacy of great design so that on any council-built estate it will not be obvious whether homes are private, intermediate or council, and ensuring all residents can be proud of the homes in which they live.
- Southwark's design standards ensure that the new homes will be a lasting asset for the community; both industry experts and feedback from residents have informed them. They will continue to be developed based on the resident feedback the council receives.

Build local construction skills

- Set up our own construction company to create the homes and develop the skills our borough needs.
- Guarantee that all our building contractors advertise jobs to local people first.

Build sustainably

- Make sure our homes meet the highest possible standards for sustainable design and construction to contribute towards making Southwark carbon neutral by 2030.
- Have a clear developed approach decarbonising our developments and supply chains
- Look to work with partners and contractors to develop a more sustainable supply chain of materials
- Meaningful plans for offsetting where the development and supply chain cannot be decarbonised

Build sustainable communities

- Make sure all local residents benefit from the new council homes we create, by delivering on the principles of great estates, ensuring up to 100% local lettings, and doing other improvement works at the same time.
- Consider the needs of the whole estate and how it will benefit from any new homes and associated works.
- Ensure a right to return for council tenants and resident leaseholders so local people can stay in the borough they call home
- Make sure every new development has enough GPs, school places, and parks to support communities.
- Guarantee that at least 50% of the homes built on council housing land are council rent and that they ensure a right to return for council tenants and resident leaseholders, so they can stay in the borough they call home.
- An enhanced offer to residents who will have upward extensions including opportunity to move or purchase the new properties.
- Make sure all sales of private council-built homes are aimed at local people first.
- Make sure the council can gain income from the sale of private homes, to help fund new council homes, where alternative funding is not available.
- Coordinate new build works with existing asset management to ensure value for money.

DELIVERY ROUTES

The council recognises that it can not deliver this scale of new homes by itself but will utilise and expand its horizons to coordinate a growing range of delivery mechanisms and partners to achieve its ambitious build programme. These may include; the council direct delivery on estates or other council owned land or assembling land through purchasing for the delivery of new homes. The council will also create strategic alliances to enable the delivery

of new homes as well as employing a range of agreements and ventures to enable delivery through the private, public and third party community organisations.

Council Direct Delivery

- The council has significant resources in place to deliver the plan and is actively working on schemes to deliver over 3,000 new council homes.
- The council has expanded delivery capacity so that there are ample project managers with supporting services in place to drive forward the programme of delivery of new homes.
- It is recognised that the resources may need to adapt with the changing priorities, such as income generation, to deliver the councils aims
- Resources around the council have been aligned to enhance the delivery capability, including in planning, legal and finance.
- The council is putting in place frameworks to get the best architects and professional services on board to deliver the programme.
- The council will deliver high quality homes of all kinds so that people want to buy and live in council delivered schemes.

Construction Company

- The council is developing plans for a construction company.
- The construction company is envisaged to be able to deliver better value, high quality and speed of delivery to the programme. Considerations in the development of the company will be - delivering on social value; construction skills in the borough, rooftop homes solutions; low carbon homes including offsite manufacturing solutions; to develop for sale expertise; identify and purchase sites for development
- It is envisaged that this could be a primary, though not exclusive, vehicle for delivering new homes in Southwark

- This will bring additional external expertise into the programme

Joint working

The council is looking to work with our partners to deliver new council homes. This can take a number of forms such as working on joint ventures (with developers or investors) land agreements or direct procurement. We will explore partnership working covering the following areas:

- Access to land – Both on land owned by Southwark (where a developer can be allowed to develop new homes for sale in exchange for new council homes) and on land owned by partners e.g. landbanks, stalled sites etc
- Sharing risk - Where there may be benefits from sharing the risks of a development
- Making best use of resources e.g. grants, loans, capital outlay to maximise the supply social rent and intermediate housing.
- Maximising wider opportunities where this will help secure benefits to the wider area.
- Purchasing council homes directly from developers through S106 agreements
- Working with third party community led development like Leathermarket and Community Land Trust (CLT) models

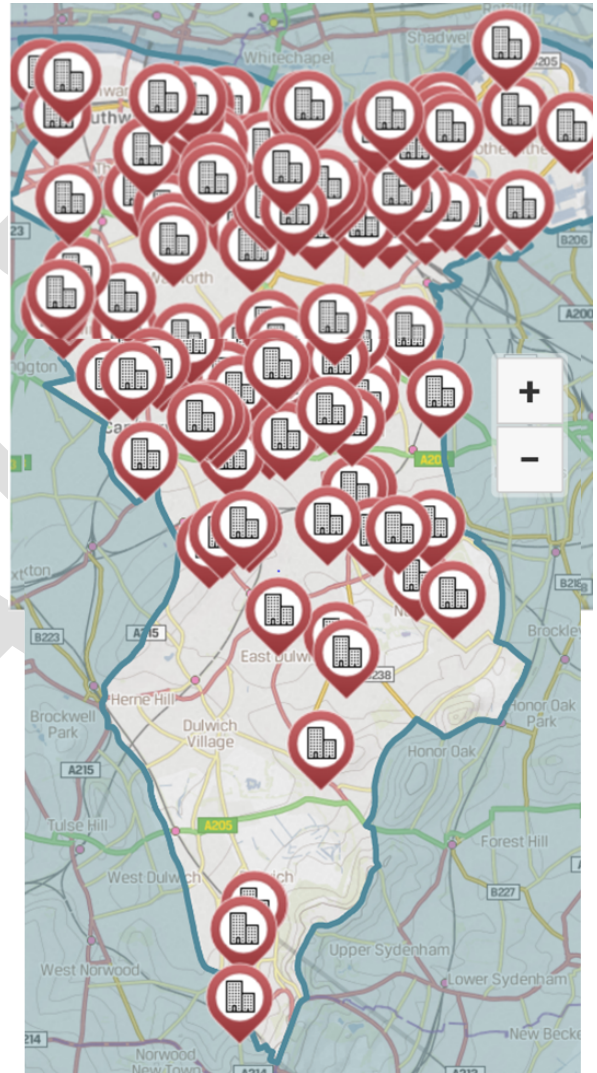
EXISTING PIPELINE FOR NEW COUNCIL HOMES

Current delivery

- 676 Council homes have been delivered
- Nearly 1,000 further homes on site or with planning approved.
- The programme is to deliver 2,500 homes on site or completed by May 2022

- Over 3,000 council homes have been delivered or are part of the agreed pipeline that are being delivered all across the borough

Current pipelines map



Potential numbers of known opportunities

- The council estimated it can deliver approximately 4,000 council homes through existing developments or through homes that are actively being pursued as part of the agreed or developing pipeline.
- The council estimates that a further 2,000 can or have been identified on land that the council owns without looking at new ways to expand the pipeline

- This leaves at least a further 5,000 homes that need to be identified. However, the amount of land required will be higher where there is a need for private sales and other tenures to fund the continual delivery of council homes.

EXPANDING THE PIPELINE

To deliver 11,000 new council homes the council will be:

- Aiming to have a rolling 3-5 year planned development pipeline.
- Identifying sites for new council homes on our own land and housing estates, exploring further opportunities for infill development, small sites, land redesignation and intensification, as part of the council's 'expand and enrich' approach to our housing estates, and resident-centred estate improvement plans.
- Developing a programme of upward extensions on existing buildings in order to create new homes. Rooftop sites also allow the council to retain more green spaces and parking spaces which are under pressure in the context of our housing targets.
- Purchasing land on the open market for immediate and longer term building opportunities, particular around opportunity areas such as the Old Kent Road and also including small sites. The council will aim to purchase land where opportunities have not yet been realised and planning permission has generally not been gained. The council will prioritise:
 - Sites without planning permissions
 - Windfall sites
 - Multi-site lots/bundles of smaller sites or airspace rights
 - Sites adjacent to council land holdings
 - Sites that lend to providing specialist housing.
 - Sites that unlock other sites.
- Purchasing council homes directly from developers through S106 agreements, aiming to work with developers as early as possible so that they meet the high standards that the council expects from its homes, with homes meeting
 - New homes design guide
 - Council's approach to tenure integration, within and between blocks
 - Council homes be noticeably of equal or higher quality than neighbouring private developments, as per Council plan commitment
- Freeing up land working with landowners, and buying up stalled sites including strategic land banking to deliver future homes.
- Developing strategic partnerships to deliver new homes that may include large land portfolio holders, City of London, water authorities, faith groups, other public bodies such as the NHS, Transport for London and Housing cooperatives
- In consultation with residents, exploring opportunities to increase council homes on estates in need of extensive refurbishment or where the existing estates are not providing homes that meet resident aspirations. Where residents agree that they would prefer to move to a new home works will be phased to ensure existing residents are prioritised to move into new homes, ideally directly from their existing homes.
- The great estates vision cabinet paper in December 2018 restated the terms and circumstances in council policy, setting requiring the following 5 terms to be met for any redevelopment proposal:
 - i) a net increase in social rent homes alongside increased density, to meet the acute need of families on our waiting list;
 - ii) a right to remain for all rehoused tenants and leaseholders, for keeping communities together;
 - iii) intensive co-design of redevelopment proposal, to become co-authors of a new estate plan;
 - iv) a positive ballot on any new estate regeneration (as per the commitment in the Council Plan 2018-2022).
- v) a clear rationale for any

redevelopment proposal, including an explanation of how

- this would increase housing supply (based on comprehensive density modelling)
- and/or a transparent stock condition survey.
- Look at opportunities outside the borough that can help resource delivery
- Create a new a council home equivalent standard that guarantees an identical level of affordability and security but can be delivered outside of the housing revenue account (HRA) to allow the council greater flexibility in meeting the needs of the borough.

FINANCING 11,000 NEW HOMES

Borrowing

- The council will prioritise any borrowing for the delivery of new homes as these assets deliver a revenue stream and capital receipts, accepting that there may be calls to use borrowing to address statutory and other key priorities that the council must respond to.
- The council will seek to deliver 11,000 homes within a self imposed debt cap to ensure that any debt remains serviceable from income without having a detrimental effect on services. The council will ensure there is a prudent level of contingency on which the council may call.
- The council will not overextend itself and will keep borrowing within a self imposed debt cap, should the council approach this limit it will be more flexible in its approach to delivering 11,000 homes.

Other income

- The council will campaign to increase grant for the delivery of council homes including supporting the delivery of low carbon homes. Without grant the council will look generate income to deliver council homes.
- The council will maximise revenues through private sales, whilst maintain that overall at least 50% of the homes built on council land

will be for council rent and ensuring homes are marketed to local people first.

- The council will consider selling its higher value empty homes and ring-fencing the money for delivery of new homes, ensuring that more homes are delivered from this money. Only the net increase in homes will be included in the delivery of 11,000 homes.
- Consideration of in-lieu payments from large development schemes where the delivery of the programme cannot be financed in other ways
- Whilst the council does not support the sale of council homes and where possible will use legitimate powers allowed to avoid it, right to buy receipts, where received, will be employed to deliver new council homes.

Fixed rate housing standard

- The council will consider options to lever in private funding where it is equivalent or less than the value of achieved through the Public Loans Board.
 - Where delivering direct investment into new housing that provides additionality in terms of supply and improving affordability within the council's programme-wide model, further to what can be achieved within the council's borrowing envelope and sums diverted from RTB and s106,
 - Explicitly maximises social rent or personalised rent housing for lower and middle incomes within the model of the partnership,
 - the landlord remains the council
 - the partnership does not abrogate control over design, local benefits, social value and other key commitments
 - where there is clarity over management and ownership over an the financing period

A LEGACY OF GREAT DESIGN

Setting standards

The 11,000 programme will create a legacy of great design in Southwark aimed at delivering a lasting mark on the borough and delivering homes that will be seen as exemplar, visually and practically as homes that people enjoy living in and are proud of.

At the heart of this legacy are the council's new Design Standards and Employers' Requirements that set a high level that Southwark wants to deliver for residents. These standards bring together views from design and industry experts, the best of council learning and are shaped by the feedback from residents.

These standards form part of the 'expand and enrich' approach at the heart of our Great Estates programme. New homes are essential to expanding our estates and these standards will help ensure that our developments, whether they are part of an existing estate or creating a new one, will raise living conditions for all residents.

The aim is to create durable and attractive buildings, giving people a greater sense of ownership of their homes, gardens and shared space across the estate as a whole.

We have made a commitment to be carbon neutral by 2030. This is an ambitious target and these standards will need to adapt quickly to facilitate the change as soon as the knowledge becomes available.

Our commitment to be carbon neutral by 2030 will also mean that new standards to address this will need to be introduced in future revisions of the standard.

Our standards go beyond and will continue to go beyond the required standards delivering:

- enhanced space standards
- improved standards for storage and connectivity
- fire safety standards above and beyond current regulations including on cladding, lifts, sprinklers and alarms

- higher wheelchair standards
- warm LED lighting, minimum letter box heights
- communal areas of our flat blocks that set the tone for the entire development,
- New blocks sitting comfortably alongside existing blocks
- harmony and character to allow residents to be proud of their estate
- space and privacy
- secure by design, alongside sociability by design.

Leading architects

Standards alone will not guarantee great design so the council will work with the best architects that will be made available through the council's professional frameworks. The council will work with the best practices to deliver great designs based on briefs worked up with residents.

Where appropriate, architects will be retained throughout the build to ensure designs are carried through faithfully.

Community briefs

We will develop design briefs, pre-empting issues and opportunities relating to each site and wider estate, in collaboration with residents, defining the fundamental objectives of the scheme.

COMMUNICATION AND PUBLIC AFFAIRS

It is important that as the 11,000 new council homes strategy is developed and delivered, local residents are at the heart of the programme. We will continue to engage and communicate with residents about the 11,000 new homes we are delivering, including through a [new dedicated page on the council website](#) which maps out where, how and why we are building the new homes. We will also continue to ensure local people are involved and consulted on plans for new homes being built in their communities.

There are a number of national issues which make it more difficult for the council to build

new homes. Therefore we will also continue to press national government on a range of issues that will help us to deliver the new council homes our residents need, including:

- Enhanced grant funding for more affordable and especially social housing
- A more flexible approach to using grant alongside other types of funding
- Land reform to enable affordable land for council homes
- Supporting the Mayor of London and the GLA in pushing for Right-to-Buy to be suspended in London to help tackle the acute housing need; and mitigating against the negative impacts of Right to Buy
- Funding and building regulations support for low carbon housing

PIPELINE AND COST

Delivery of the new build programme and the funding required for the 11,000 new build properties by 2043 can be modelled through the 30 year Housing Revenue Account (HRA) business plan.

To achieve delivery there are three distinct tranches which have been modelled within the plan:

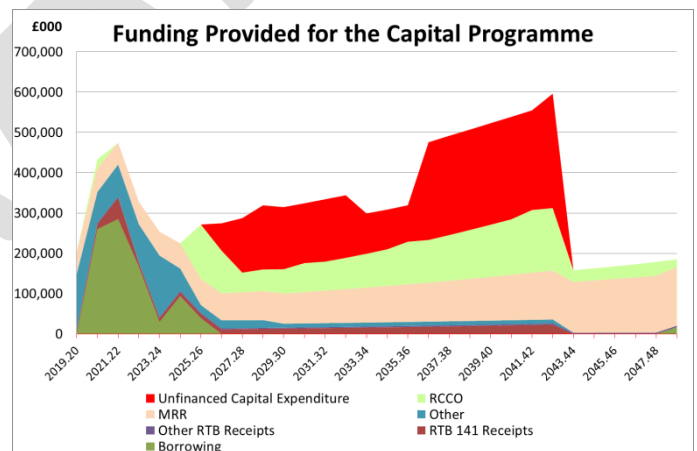
- Tranche 1 - model 5,000 units through direct delivery (estimated capacity) – assumed achievable with available land
- Tranche 2 - model acquisition of land (considers acquiring land either from the general fund or the private sector to build on)
- Tranche 3 - model purchase & acquisition (considers acquiring additional units)

Delivery	Number of Units	Timeframe	Cost per Unit (£)
Tranche 1 - Pipeline	2,839	2019-28	330,000
Tranche 1 - Additional	2,161	2021-28	330,000
Tranche 2	3,000	2028-36	430,000

Tranche 3	3,000	2036-43	500,000
Total	11,000		

This tranche approach to delivery is not expected to be the direction taken by the council but is instead an illustrative example to help inform the housing delivery strategy. Key assumptions include:

Area	Assumption
Rents	CPI+1% from 2020/21 for 5 years CPI+1% thereafter
Grant	Only the existing grant agreed to 2022 is included
Right-to-Buys	90 RTBs assumed in 2019/20. Then RTBs 72 thereafter
Capital Investment through planned maintenance in existing stock (QHIP)	First years as planned then assumed to be £70m per annum thereafter.
Borrowing	Self-imposed debt cap set at £1.3bn
Reserves	The minimum level of HRA revenue balances is set at £15m



Resources within the HRA to 2043 are estimated to be:

Area	Resource
Right To Buy Receipts	£0.5bn
Other (s106 / Grant)	£0.8bn
Major Repairs Reserve (MRR)	£1.8bn
Revenue Contribution to Capital Outlay (RCCO)	£2.0bn
Borrowing	£0.9bn
TOTAL	£6.0bn

Capital Expenditure to 2043 is estimated to be:

Area	Expenditure
New Build Development Costs	£6.1 billion
Major Works & other capital costs	£2.9 billion
TOTAL	£9.0bn

2,500 homes are fully fundable under the HRA.

Under these assumptions nearly 4,000 council homes could be delivered alongside the rest of the capital programme. Beyond that, using these assumptions, that include no grant beyond the current allocation and no private or other tenures the programme, would require borrowing beyond levels that the council is comfortable with, whilst meeting its commitments to existing residents and functions under the HRA.

The council clearly cannot take an approach to singularly deliver 11,000 council homes through its own resources without looking at different tenures, incomes, models of delivery and support from central government.

This strategy sets a direction to maintain the delivery of council homes and deliver the key aims outlined in this document.

OPTIONS FOR REACHING OUR SHORT-TERM GOALS TO 2022

We will:

Land / homes development

- Continue to buy properties to use as council homes and, where we can, work with developers as early as possible to make sure new homes meet residents' needs.
- Develop a standard to assess purchasing opportunities that measures the value to the council as well as the costs and alignment to the council standards for new homes

- The value of the properties / land, taking into account the planning conditions and Section 106 requirements
- The strategic fit against the council aims, that may for example enable opportunities or provide decant options
- Wider opportunities that link to the purchase
- The alignment with the council standards for design standards and employers requirements for properties

- Ensure we scope out and develop plans for sufficient sites to meet the short term target of 2,500 council homes and provide a forward pipeline for the following years.
- Look at the assets we own for further opportunities to build on council land.
- Acquire land for medium-term development.
- Work closely with residents so that they understand what we are trying to achieve and understand their concerns.
- Consider buying back properties bought under right to buy where they make economic sense in comparison to a new build or link to longer term strategic aims
- Develop new council homes partnerships with large and small landowners across the borough.

Capacity to deliver

- Deliver new council homes through effective partnerships, particularly around delivering upward extensions on existing homes
- Develop our plans to set up our own construction company to create the homes and foster the skills our borough needs.
- Develop strategic alliances to unlock the potential of other sites that the council does not own including creating suitable forums such as a faith forums to explore opportunities

Resources to deliver

- Finance the first of our 2,500 new council homes through a Greater London

Authority grant, other resources such as s106/RTB receipts, and the lifting of the HRA borrowing cap.

- Plan mixed tenure developments so that we can use private sales to help pay for new council homes.
- Lobby for changing land compensation rules and improved grant rates, especially with the likely increasing costs in delivery low carbon homes.

Carbon Reduction

- Work with partners to develop approaches to decarbonising developments, including piloting low carbon homes, ensuring a low carbon supply chain and modelling the effects on cost and delivery.
- Develop plans for meaningful carbon offsetting for where carbon commitments on site cannot be met

Capacity to deliver

- Build up our expertise in delivering high quality private sales and other tenures. with the expertise in council teams in place to effectively deliver and manage these alongside our existing homes
- Work with partners to deliver our aims, including with using the construction company

Resources to deliver

- Start to build more homes for private sale and other tenures to help pay for new council homes
- Operate within our means, not increase our HRA debt beyond what we can afford, and allow for a contingency.
- Ensure that all schemes are financially viable either individually or by linking schemes and minimising any call on borrowing for the programme
- Finance new council homes through grants, sensible debt, and profits from selling homes. Including leveraging in outside finance through joint ventures and development agreements.

OPTIONS FOR REACHING OUR MEDIUM-TERM GOALS TO 2028

We will:

Land / homes development

- Deliver a further 2,500 council homes by 2028
- Deliver a steady supply of new council homes aimed at around 400-500 homes per annum
- Build up the Southwark brand for delivering homes of every kind that people want to live in and are proud to call their homes
- Consider build to rent and other management options to allow for the movement of residents to enable development, this may include out of borough options where residents no longer wish to reside in Southwark
- Look at all opportunities to create new council homes across the borough, including estates coming to the end of their reasonable lives and talking to residents about how we can deliver improvements to their homes.
- Acquire land for medium to long-term development, particularly in major development areas.

Carbon Reduction

- Implement the approaches to decarbonising development across all the pipeline and supply chains in order to meet carbon commitments for 2030.

OPTIONS FOR REACHING REACH OUR LONG-TERM GOALS TO 2043

We will:

Land / homes development

- Deliver the remaining 6,000 homes with a pipeline of approximately 400 per annum
- Develop opportunity areas and also, if supported by residents, estates coming to the end of their life, are beyond economical repair and where the number of council homes can be increased. Works will be phased to ensure existing residents are prioritised to move into new homes, ideally directly from their existing homes.

- Use the land available or purchased to build the maximum number of council homes, whilst maintaining financial controls which limit our exposure to fluctuations in the private market that may affect cash flows but recognising that the numbers may be reliant on grant and the strength of private market sales

Capacity to deliver

- Continue to use a wide range of established partners to help with delivery as well as continuing to establish new partners where they can aid delivery of new homes

Resources to deliver

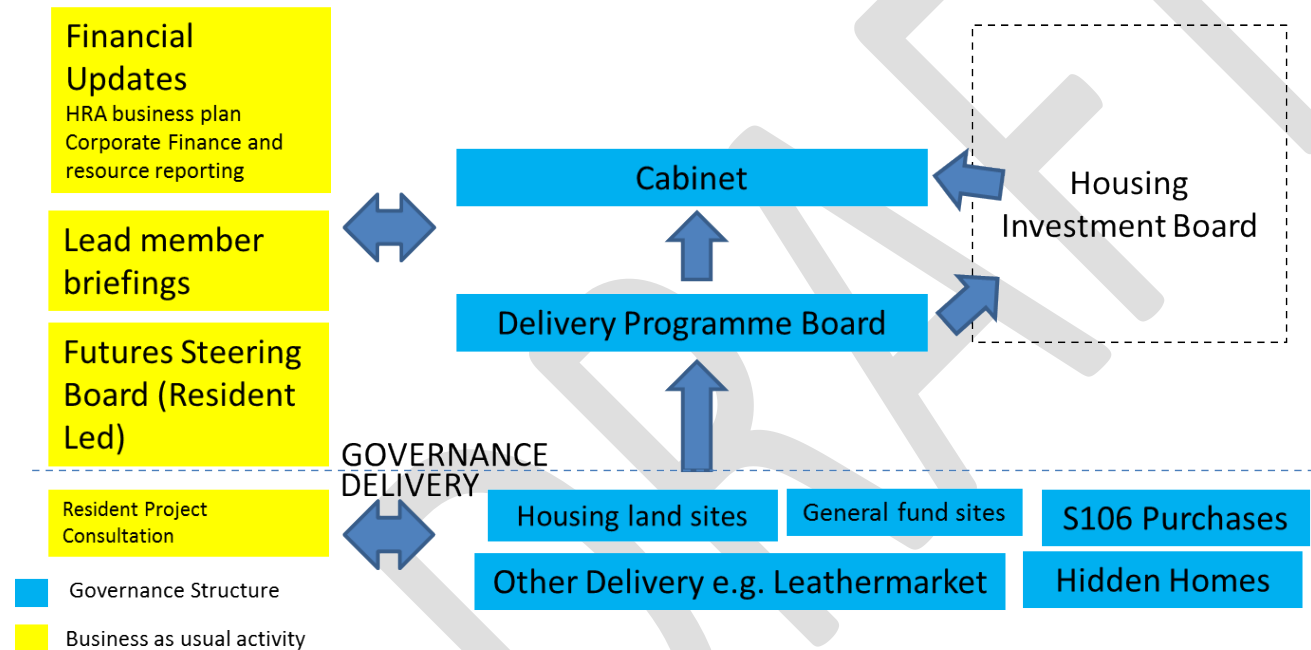
- Operate within our means, not increasing our HRA debt beyond what we can afford, and allow for a contingency.
- Finance the creation of new council homes through sales of private homes, available grants, and other sources.
- Schemes are financially viable and there is no long term call on borrowing to finance the programme

Carbon Reduction

- Continue to lead the way in developing low carbon homes and innovative ways to reduce the impact of delivering new homes on the environment

Governance Model

Purpose. The purpose of the governance model will be to oversee the successful delivery of the council's new build programme, including the delivering of 2500 homes by 2022, and development of the overall programme, including the consideration of options to deliver 11,000 new council homes by 2043.



- Cabinet and the cabinet portfolio holder, the lead member Cabinet Member for Social Regeneration, Great Estates and New Council Homes are responsible for the delivery of this commitment
- The Deliver Programme Board, chaired by the Strategic Director, Housing and Modernisation reports to the
- The Deliver Programme Board, will oversee and monitor the progress of tasks associated with the development of the delivery programme including:

- Staff resources – ensure that there is sufficient capacity internally and externally to develop and deliver the programme
- The comprehensive appraisal of HRA assets and analysis to inform project development
- Community engagement with the Future Steering Board and the wider community
- The review and monitoring of the delivery pipeline
- Linkages with Southwark Plan
- Approve projects on a scheme by scheme basis in accordance with the parameters of the feasibility model
- Approve the procurement route for projects on a scheme by scheme basis
- Be responsible for overseeing the programme funding, budget expenditure and ongoing value for money.
- The housing investment board which has the responsibility for monitoring the overall Housing Investment Programme and overall financial business plan.

Governance for the strategy

- The Deliver Programme Board, will oversee and monitor the progress of the work associated with the delivery of the strategy reporting to the Housing Investment Board and Cabinet in line with the governance model.
- Progress will be reported to cabinet formally through periodic cabinet reports

Consultation

Risks

Measures

Action plan

DRAFT

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