

Cabinet

Tuesday 1 February 2022

11.00 am

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

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Date: 24 January 2022

**Review of grant making and commissioning
- Black Asian Minority Ethnic Groups**



**SOUTHWARK
STANDS TOGETHER**



Final Report

Positive attitudes by funders can affect critical characterises of BAME groups and
make for better success in applying for funding

January 2021

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Executive Summary

Why the report?

The funding of community and voluntary groups that provide services for racially disadvantaged communities has become topical again. The Covid emergency, recovery and adaptation programmes revealed some inequalities that are being addressed by some funders. In Southwark, the murder of George Floyd in America became a trigger for the Council to hold conversations on the issue of racial inequality. The Southwark Standing Together project expressed concerns that the system of funding presented Black Asian Minority Ethnic community organisations with barriers that made them less successful in applying for and being awarded grant funding.

This review of grant funding in Southwark is meant to identify any structural barriers that Black Minority Ethnic communities may face in making successful applications and how these can be addressed. It is also meant to investigate the usefulness of the term BAME and to find a more appropriate terminology.

We held discussions with various stakeholders: councillors, commissioners, community leaders, we also conducted an online survey of over 50 groups who identified as Black Asian Minority Ethnic and held a focus group with a selection of persons from the disadvantaged community in Southwark. We interviewed relevant funding officers in two boroughs to find out about the funding regime elsewhere and reviewed some of the current reports on funding these groups and the terminology in use.

Who is BAME?

BAME is a term that has evolved over the years. Some respondents feel that it has been imposed on the disadvantaged communities by the authorities who find it a term of convenience but feel that it is ill-defined for the people it is used to refer to. A large number find it offensive and several, who do not seek assistance from the government, do not understand how it is used and what it means. Most would prefer that they are **not** called BAME, and several find Black Asian Ethnic Minorities, a mouthful to use as a name to address persons who can be addressed more meaningfully in their subgroups. Several terms including “Black Minoritized Communities” or “People of Colour” are emerging but are not deemed to be perfect or appropriate. However, some find the term BAME useful for distributing funding or developing indices of inequality. It allows them to deal with deprivation that affects the newly arrived migrant communities and members of disadvantaged communities that are often discriminated against because of their race and colour. We are yet to find the most appropriate term to replace it if we must insist on lumping together people of different races, cultures and linguistic backgrounds who sometimes have conflicting and contradictory needs together even for funding purposes.

Southwark is a borough where just under half of the residents 46% are non-white, it is the 40th most deprived borough in the UK and is characterised by several small community organisations who are trying their best to level up their communities so that they can participate and contribute equally to community activity.

Identifying the barriers to successful funding applications

Whilst the council has priorities and has an adequate funding budget with which to tackle this deprivation. There is a perception, however, that not enough groups from BAME groups are getting access to funding because of their small size and the lack of capacity in applying for funding and meeting obtuse funding criteria that work against them. There is also a feeling that the assessment and award processes are unfair because they are not transparent and act as a further barrier.

Some of the barriers to funding identified from the comments of respondents included

- Difficulties with the application forms
- Lack of Institutional capacity
- Long application processes
- Low funding base
- Discrimination
- Not locked in relevant networks

After analysis of all the information collected from the review, it was useful to categorise the barriers based on the internal and external characteristics and attitudes of both funders and BAME community and voluntary organisations.

These structural barriers as identified are summarised below in this chart.

Barriers to funding for Black Asian Minority Ethnic Community and Voluntary Groups		
Factors	Characteristics	Attitudes
Internal	• Organisational characteristics • Small and difficult to get sufficient funding because starting from a low base • Lack of capacity to apply for funding • Struggle with compliance on governance issues • Multi-focussed trying to solve all the problems for the community at the same time • Still moving from the informal to the formal	Organisational attitudes to funding • Difficult concept – need to spend a lot of time on fundraising • Difficult content – too much work in navigating the different funding sources • Difficult process – shouting and complaining will not always help • Negativity based on experiences with the disappearance of core funding and less competitive grants
External	• Other external characteristics • Lack of networks • Exclusion from formal and Informal funding networks • Consortium working needs too much support • Perception of discrimination	• Funders attitude to BAME groups • Stereotyping of certain groups, racist discrimination • Do not think they can manage the funds – too much due diligence • Do not think that they can deliver and report • Too much scrutiny • Priorities may not be the same for BAME communities
Equinox Consulting 2021 - Southwark Standing Together Review		

Looking for solutions to minimise the barriers

There were several suggestions from respondents aimed at making it easier for the groups to gain access to funding. These include:

- Simplifying the application form -a simple portal
- Simpler application process – longer lead times
- Providing Support and targeted assistance
- A fairer assessment and awards system
- Ringfencing some funding
- Capacity building the BAME community sector

Conclusions

We make the following conclusions on the findings of the review. These are

- Most respondents did not like the term BAME
- Southwark Council recognises that there are pockets within the borough that rate high on the indices of deprivation
- The council agrees that Black Asian Minority Ethnic community groups have a better reach into their communities
- The council adopts stringent application and assessment measures often based on track record and compliance with procedures and policies in place and carrying out rigorous due diligence
- Information about BAME communities should be analysed and monitored in line with the Public Sector Equality Duty
- There is a dearth of Black Asian Minority Ethnic led umbrella organisation
- The lack of core funding further aggravates the problems of the sustainability

Recommendations

- Use Black Asian and Minority Ethnic for funding purposes only and allow organisations with 75% of the Board and 50% of staff to self-identify as such
- Simplify the application process by providing more clarity on the different application forms
- Provide for funding of specialist support organisations that will provide more assistance
- Compile a register of all voluntary sector organisations within the borough so that they are identifiable by the equality, diversity, and inclusion characteristics
- Substitute the current colour-blind approach to funding to a more nuanced intersectional one
- Consider transforming the grants programme to focus more on ideas for projects that will be effective in reducing deprivation
- Work towards the involvement of members of the communities and their representatives in the grant and assessment process
- Continue the transition from a non-racist to an anti-racist funding model, bearing in mind the requirement for equality impact assessments within the Public Sector Equality Duty.

Structure of the Report

The introduction - the first section of the report introduces the review's objective and methodology and establishes the demographical and socio-economic context of Southwark.

The second section - a note on the term Black Asian Minority Ethnic discusses how the term BAME evolved and has been used and discusses how appropriate the term is outside the funding of disadvantaged groups and the search for a more appropriate term.

Section 3 focuses on funding the community and voluntary sector in Southwark, canvassing the views of councillors, commissioners, and community leaders to determine why there is funding for the sector and how this is implemented and can be improved.

Section 4 establishes who are the Black Asian and Minority Ethnic groups that took part in the review and their organisational characteristics.

Section 5 presents their experiences of funding. We consider their experience of funding from Southwark Council, their experience of other funders and we also reviewed how other boroughs were implementing their funding support to Black Asian Minority Ethnic community funding. We presented comments that typified the problems that they claim they face and funding and made comparisons

Section 6 provides a sample of salient comments from respondents on the difficulties they face, and these are formulated into a framework for analysis and discussion.

Section 7 and 8 are the conclusions of the report followed by Section 9 which is the appendix of the report.

1 Introduction

The murder of George Floyd in America brought into sharper focus issues about race and the inequalities faced by Black Asian and Minority Ethnic people in this country. Different institutions and organisations responded to the killing with statements on equality. Southwark Council responded by setting up Southwark Stands Together – SST, a programme of call to unity, support and long-term positive action aimed at promoting the rights of all people to equality of opportunity.

One concern emerging from the listening conversations held around the borough was that the racial imbalance and inequalities in the funding of BAME community and voluntary sector organisations. The need for a critical investigation into this concern resulted in a short report to the cabinet on the experiences of racism and racial inequalities and injustices faced by these communities.

This report was commissioned as the first stage review of grant-making and commissioning in the council, to investigate any structural barriers that groups from the Black Asian and Minority Ethnic Communities may face in making successful applications to the council for funding and how these can be addressed.

1.1 Objectives

The main objective of the assignment was to

- Review of what is currently funded and any structural barriers that BAME (Black, Asian and minority ethnic) groups may face in making successful applications and how to address them.

The main objectives relate to issues of the structure of grant-making and commissioning, but there were other pertinent issues that the investigation was expected to shed light on. The methodology recommended that the course of the review should include the following:

- a) Consult with stakeholders and recommend a definition of “BAME led groups”.
- b) Suggest how best to use this definition of “BAME led groups” to identify those groups/organisations who either apply for funding or who are funded by the council
- c) Investigate the support in place for organisations to access funding and how targeted support can be offered to groups from BAME backgrounds who have not previously been funded
- d) Investigate whether how the council structures its grant-making enables or disables people to access these opportunities
- e) Investigate the council’s grantmaking and commissioning processes and requirements and any barriers these may generate
- f) Identify examples of good practice in grant-making and commissioning within the council and elsewhere and how they might be applied more broadly in Southwark

1.2 Methodology

A mixed-method approach was adopted to conduct the assignment during this period that Covid protocols in force provided some constraints. These protocols dictated that the work was conducted through an online survey and discussions with all stakeholders including progress meetings were held online.

The review included a survey of 53 BAME-led organisations completing a survey online, conversations with 6 community leaders, discussions with 8 officials from the council with responsibilities for commissioning and grant-making, discussions with 4 councillors with oversight and ownership of the funding programmes and a focus group with some BAME-led community groups operating in Southwark. In addition, we held discussions with officers from 2 borough councils who had responsibility for their funding programmes.

Reviews of recent reports on the state of funding of BAME-led groups that became topical during the COVID 19 pandemic, and research and discussions that have been conducted on the use and usefulness of the term BAME further enriched the review.

The COVID period meant that many face-to-face or group conversations could not be held and the decision to opt for the main survey was based on the premise that lists of BAME community organisations were readily available in the borough. Community Southwark helped to disseminate information to the groups in the absence of a comprehensive digital list that is being developed. GDPR issues meant that there was a reliance on Community Southwark and the different grant and commissioning officers to send out the information to those who they felt were from the BAME community. Community Southwark, the capacity-building organisation operating in the borough proved to be most helpful in sending out the survey and in organising the focus groups of community members.

In the event, though 108 organisations accessed the survey, 53 completed it. The others may have been put off when confronted at the start of the survey with questions about their turnover, at that stage they had not provided information about contact details, and it proved difficult trying to get them to complete the survey. Whilst it was expected that a lot more would have attempted to participate, it was felt that the negativity of some BAME groups in not getting access to funding must have discouraged them from accessing the survey.

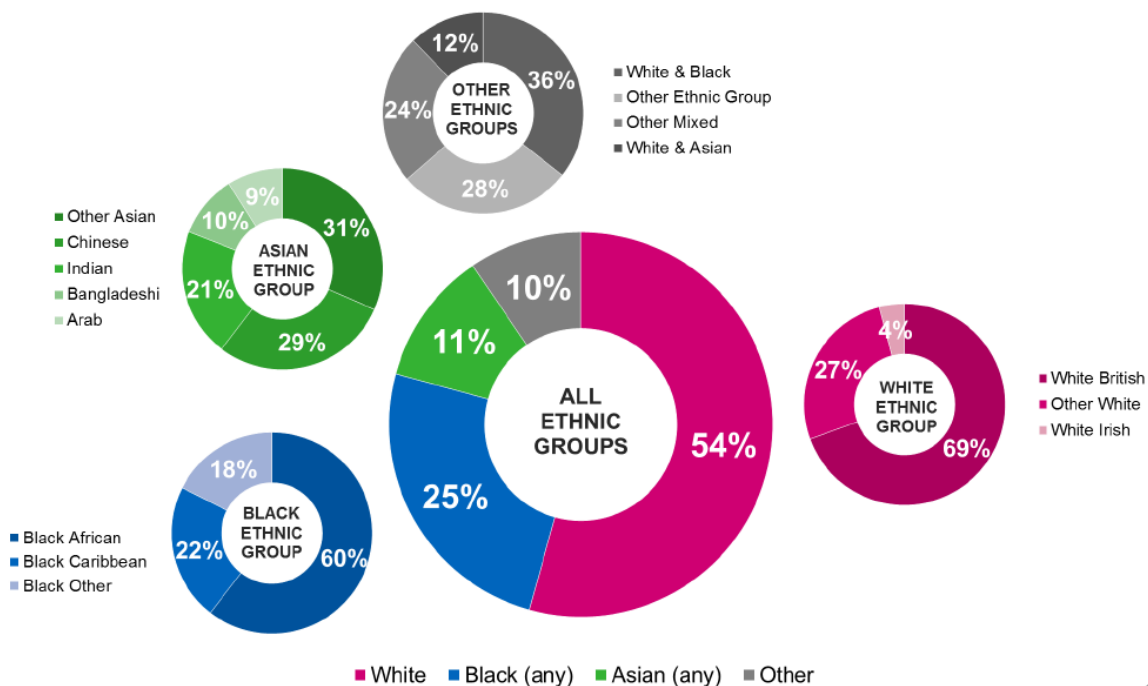
The review was stalled because of the sad demise of the Lead Consultant Maxine James who passed to eternity at the stage of putting together this report. Her absence delayed the completion of the report.

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1.3 The Southwark context

A GLA 2025 Trends Report provides some highlights on the demographics of the borough of Southwark.

- Approximately 313,300 people live in Southwark, and the local population is much younger than the national average
- The average age in Southwark is 32.9 years almost 7 years younger than the national average
- Approximately 13% of people living in inner London have a disability, equating to 40,700 people in Southwark
- Approximately 4 in 10 residents live in communities considered the most deprived nationally
- Southwark is the 40th most deprived LA in the country (out of 326 local authorities)
- 38% of our residents live in communities ranked in the 20% most deprived areas.
- In contrast, only 2% of residents live in communities considered the most affluent nationally.
- Around 15,000 children (28%) in Southwark aged under 16 live in low-income families
- Southwark is an ethnically diverse borough with almost half of the population, 46% identifying as a minority group
- Ethnic minority communities are concentrated across the middle of the borough with pockets in the north



2 A note on Black Asian Minority Ethnic - BAME

2.1 Evolving terminology

The population breakdown provides four main categories of White, 54%, Black 25%, Asian 11%, and other 10% with their subcategories. Yet the term, BAME is being used to describe all the other categories except the white category. With the recent kickback against the shortened BAME, the council is now asking that all the elements of BAME should be pronounced in full - Black Asian and Minority Ethnic

The term BAME has developed over the years more for funding purposes but is now generalised for identity. At best, it is an ill-defined term with different organisations using it to serve their different purposes without stating who is included or excluded.

For African Heritage communities, the term Afro-Caribbean changed to African Caribbean and with the influx of a lot of Africans, the term black became commonplace. But there was a time when the term Black was used as a political term embracing all non-white persons who suffered from disadvantage and discrimination and were deemed to be oppressed by the system. The problem arising out of this extended use of the term was that people with different lived experiences, including the Irish, were lumped into the umbrella of Black.

British membership of the European Union allowed many European people to settle in the UK and with many refugees fleeing war zones in the former Eastern Bloc, the term Minority Ethnic gained currency – these were white but considered ‘white other’, but their disadvantage was based more on their cultural differences and their initial deficiency in the English language. Minority Ethnic has also been used to describe some persons from other continents such as South America again because of their lack of English as a first language.

The Single Regeneration Budget used for development purposes replacing the urban programme recognised that people who were disadvantaged and suffered multiple deprivations or lived in areas that were high on the indicators of deprivation needed special assistance, so the term BME or Black Minority Ethnic became an acceptable term used for funding purposes, to ensure that services reach several of these disadvantaged ‘communities of interest’.

Black Asian Minority Ethnic emerged because, in some local authority areas with a much higher proportion of people of Asian descent, it was important to add Asians to ensure the term fitted all who were disadvantaged.

In some cases, the term has been extended to BAMER to include persons from refugee communities.

Given that the term BAME has evolved over the years and had started as a term used for funding purposes but is now being used to identify groups.

Discussions with councillors, commissioners, community leaders and focused groups with organisations that had responded to the survey revealed the divergence of opinion about the term, BAME and its usefulness for funding purposes.

2.2 Use of the term BAME

The term BAME is used to define different groups

- Black African, Black Caribbean, and Black other
- Asian and Asian other
- Mixed race persons
- European and Middle Eastern persons
- People from other continents such as South America.

The term, therefore, lumps together persons based on their race, their language, their cultural differences, their recent migration into the country. It lacks precision because it mixes the notion of cultural disadvantage with race and colour, persons who have recently migrated into the country with persons born within the country.

It is used as a marker for persons who have historically been disadvantaged because of their race and people who are vulnerable and need special attention because they could be excluded from service delivery because of their lack of knowledge of how the system works.

The term BAME recognises that some “communities of interest” are “hard-to-reach” or are “traditionally uninvolved or excluded” from access to services. With this recognition, special effort must be made to communicate, consult, and engage with these communities. At the minimum measures must be put in place to ensure that they are beneficiaries of council services in line with the Public Sector Equality Duty in the Equalities Act 2010.

In the view of the councillors, some communities have been historically disadvantaged and will continue to require special assistance in the delivery of services and the classification of BAME enables the council to target services to these communities beyond the targeting of other categories of vulnerable people such as the young, women, the elderly and those with a disability.

In the view of commissioners, it is a term that allows them to best target services so that it will reach all in the community and by specifying that services should reach BAME communities they indicate to service deliverers that they should do their maximum to reach all in the community.

2.3 The usefulness of the term BAME

From a funding perspective, most respondents, councillors, commissioners, community leaders and respondents to the survey and focus groups agree that though the term is ill-defined, it has its uses because it shows intent that the council is recognising the needs of some vulnerable and disadvantaged communities and doing something about it.

Though the term is ill-defined and would be more meaningful if more clarity is provided on what it means, it has been used for so long that people have come to recognise it as a term that indicates the willingness to do something about disadvantage.

Some groups responding to the survey stated that they were better encouraged to apply for funding when the guidance notes made mention that it would encourage applications from BAME groups and that the funding must meet the needs of BAME communities, but sadly there were very few such funds, and they were mainly for small pockets of funding.

Some community leaders feel that whilst the term is useful for identifying those communities that need to be further assisted, several BAME community organisations especially facilitating organisations such as the London Accountancy Project and Strategic Ethnic Alliance have been defunded. The funds have been allocated to mainstream organisations that claim that they are providing services for the BAME communities but it is not clear whether these service providers are more effective than BAME community organisations. This defunding has occurred because of a colour-blind approach in the distribution of grants that prioritises efficiency of delivery over effectiveness.

This colour-blind attitude means that there is a patchy record on whether the organisations who receive the funding are BAME-led and there is no monitoring of whether these services when given to these mainstream organisations reach the targeted communities or not.

2.4 Can BAME be used to denote identity?

One criticism against the term is that it has been imposed on the communities who hardly refer to themselves as BAME but refer to their origins – Latin American, Latino or Columbian for instance or African, Nigerian or Igbo or Black British depending on whom they are speaking to. There was a feeling that this imposition was unnecessary as it was better to ask people to self-identify who they are.

The term BAME has been extended from its usefulness for funding purposes to being used to identify people from different communities. Most feel that such an ill-defined term becomes meaningless when used as a mark of identity. People are Caribbean or Jamaican, people are not BAME.

Most people did not recognise themselves as BAME for identity and feel that because it is not a precise term, it does not capture the identity of persons in a meaningful way. The general feeling is that when BAME is used to identify people, it has pejorative connotations.

Others feel that when the term BAME is used, it is meant to discriminate and to suggest that there are second class citizens but on whom there is extra spending because they do not want to change their culture. There was an instance where even for funding purposes one respondent felt that they were deliberately not given funding because they were deemed to be a BAME community leader and therefore in his words '*a trouble causer*'. On the other hand, some community leaders feel that mainstream organisations use the term to access funding for work with BAME groups that they do not deliver because they are not able to reach them effectively.

2.5 Towards a more acceptable terminology

Despite the clamour against the term BAME, there was no consensus as to what should replace it. People just said that they did not like it and found it offensive as a term mainly because they felt that they should be defined by what they are.

In the focus groups, there was a feeling that BAME was not useful for identity purposes and Black Asian Minority Ethnic was also a mouthful and that it was far easier to refer to people by their nationality or the continent of origin – South American, Caribbean, African, Eastern European, or Southeast Asian or even by their nationality when known.

Some terminologies have emerged such as Black and Minoritized Ethnic, - the explanation for this term is that the people BAME refers to are global majorities, but the purposes of this country are in the minority. This term though it includes Asians does not mention the word Asian. This is going back to assert the use of Black as an acceptable political term for all disadvantaged and oppressed people in this country.

Further investigation on the subject from The African or Black Question – TAOBQ¹ does not lead us to a solution. It only speaks to African and Caribbean communities. The widely acclaimed BAMEOver² investigation prefers that groups are not lumped together because it subsumes their identity which is important for them. A more recent report BAME: A report on the use of the term and responses to it Terminology Review for the BBC and Creative Industries³ does not offer a solution as to what term must replace BAME.

Outside this country, in Australia, the term CALD – Culturally and Linguistically Diverse⁴ people have been used but that is also now under challenge as a term that is too broad and that does not consider the conflicting and contradictory needs of the groups⁵

Though the EHRC deals with issues relating to protected groups, they have not yet passed comment on the use of the term BAME or come out with any document that would guide the change of terminology

Most respondents felt that in the absence of any new classification to describe the need for excluded communities, this is perhaps the best terminology that describes them from a funding perspective. It would however be important for all who use the term BAME to clarify who it refers to make it more meaningful even for funding purposes.

¹ <http://taobq.blogspot.com/>

² <https://incarts.uk/%23bameover-the-statement>

³ <https://bcuassets.blob.core.windows.net/docs/csu2021325-lhc-report-bbchighres231121-1-132828299798280213.pdf>

⁴ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7830035/>

⁵ <https://www.diversityatlas.com.au/heres-why-cald-has-had-its-day/>

3 Funding the community and voluntary sector

3.1 Why a funding programme

In discussions with councillors, who had ownership of the funding programme, they recognised that there was deprivation in certain areas within the borough and that certain communities tended to be more disadvantaged than others. They were intent that all residents and communities receive adequate services and grant funds that would provide residents with services over and above the statutory services provided by the council. Though funds were meant for community organisations mainly, it was unclear whether the funds were meant to minimise deprivation amongst beneficiaries or to develop the community and voluntary sector.

Funding is provided in grants to deliver much-needed services within the borough. This is provided through a combination of grants and capital funds, small amounts as well as larger amounts. The main areas of interest for the local authority include Cleaner Greener Spaces, the development of communities, culture, and tenants and residents.

Based on the needs of residents of the borough the priorities set for funding are in the areas of health, social services, and young people. There is a special interest in young people leaving the care system, health and safety of the young people and their access to jobs. The council spends more than £15 million on young people.

The underlying principle is that funding is provided in areas where it would most help residents to meet their most pressing social needs. Other areas of interest include Green issues. Support is also provided to the community sector to engender a positive impact on their deprivation and cultural issues are very much on the agenda as residents seek to celebrate and promote their identity.

The process of assistance focuses on 2 main issues

- Accessibility to grants for all who are eligible through a transparent system
- Centralised processing to demystify the system of funding and to ensure that all established sectors are covered.

The grants should also have the effect of

- Empowering the communities
- Reaching all communities especially those with multiple deprivations

The system of grant-making and commissioning is audited by external organisations and found to be fair and transparent and deemed to reach all the target communities and meet all the objectives.

Data on BAME communities is collected as part of a commitment to equalities and there is enough openness to allow all from BAME communities to apply and benefit from the funding. The councillors are committed to minimising whatever barriers prevent certain groups of people from gaining access to funding distributed by the council to create a level playing field with regards to equalities.

3.2 What is funded

In discussions with commissioners, it emerged that the funding programme covered a wide variety of issues that, dealt with but, was not limited to minimising social deprivation. It covered issues that the communities in Southwark feel that is relevant to their wellbeing and identity and in some cases, it also celebrated the culture of the diversity of the borough.

The table below provides a summary of the different funds available in the borough.

Grant programme	Annual Budget
Common Purpose	£801,454
• Four-year strategic partner grants	£431,974
• Two-year community engagement grants	£369,477
Black History Month	£30,000
Neighbourhoods Fund	£630,000
Democracy Fund	£20,000
Community Safety	
Culture	£152,000
Cultural Celebrations Fund	£95,000
Elephant & Castle Community Fund	£55,000
Youth and Play	£500,000
Positive Futures	£750,000
Resident Participation Fund – core grants for Tenant and Resident Associations {TRAs} (HRA)	£178,000
Getting Involved (Housing Revenue Account) (Formerly Tenant & Resident Social Improvement Grants)	£272,123
Capital grants	
Cleaner Greener Safer	£1,880,000
Community Infrastructure Levy Not possible to give annual budget figure – is triggered by developments in the borough	.
Devolved Highways Budget	£800,000

3.3 Promoting the programmes

There are several funds – grants and commissioning, different sizes and different timetables targeted at different groups. The total funding programme is over £6 million per annum

Advertising of the funds is carried out by the commissioning team responsible for the fund. These are widely shared within the community on a variety of platforms and media.

There are workshops and webinars to provide more information about guidance on the priorities and eligibility criteria and the timetable for completion of the application process. Some officers can work with some of the applicants to help strengthen their applications.

Commissioners provide feedback to groups that are not successful in their applications.

3.4 Application process

The process for the award is rigorous to ensure that the funds are provided to deserving organisations who can deliver and report back. It is also expected that this rigorous process will ensure that the funds reach the deserving communities and individuals.

This objective process is regularly reviewed to ensure that the priorities for which the funds are set up are met. The system has been audited by external organisations that found them fit for purpose.

In recognition that there are several persons from disadvantaged organisations residing in the borough, some funds such as the Black History Month funding are targeted at the BAME community. The term BAME is deemed useful for funding purposes to alert all that these communities need some special attention.

3.5 Assessment and award

Whilst the application process is simple for some of the funds, for others it is a multi-stage process requiring due diligence to militate against non-performance. Assessment of the risks requires that the organisations must have all their procedures and policies in place and that they must demonstrate their capability to deliver as well as their capacity to survive as an organisation.

The application and assessment processes are stringent for some applicants but are deemed by the commissioners to be fair and transparent. the council hopes that with the new portal that has been developed, most applicants will find it easier to apply for funding.

3.6 Monitoring the programme

Whilst information about performance has been collected, not enough information on equality, diversity and inclusion is kept on the applicants, especially those that are not successful and so there is no comprehensive list kept of applicants to the various funds.

Some of the funds collect Equality, Diversity, and Inclusion information on the successful applicants but there is very little such information available on unsuccessful applicants. The collection of this information is not as rigorously adhered to even when it is mandatory.

Several of the commissioners did not have information on which of the applicants were from the BAME communities and did not have a ready list of BAME organisations who had applied for funding or been successful.

There was a marked absence of specific positive action programmes aimed at encouraging Black Asian Minority Ethnic groups to apply for funding and to ensure that some of them will receive funding despite the knowledge that some of these organisations were struggling.

3.7 What Equality, Diversity and Inclusion data is collected

Southwark Council Grants programmes – equality data	Collected?	Mandatory?	If yes, what and on whom?
Common Purpose	Yes	No –	Beneficiaries – estimated percentages of those with protected characteristics. NB form approved by EHRP. we state that it doesn't affect the outcome of their application
Black History Month	Yes		
Neighbourhoods Fund	Yes	No.	Funded organisations are asked to collect equalities data on beneficiaries.
Democracy Fund	No	No	
Community Safety	No	No	Providers are asked to collect the data for their records
Culture	Yes	Yes	Quarterly monitoring of participants: revised for 2021-22
Cultural Celebrations Fund			% of participants/audience/visitors that are from BAME communities % of participants/audience/visitors that have a disability Number of BAME artists paid to deliver programmes and performances as part of the project % of board members from BAME communities % of members of the organisation's senior management team from BAME communities Will also request 1 case study per quarter that shows commitment to SST pledges. For future funding rounds, plan to request equalities data from applicants.
Elephant & Castle	Yes	Yes	Ethnicity and age groups of beneficiaries – select ethnic and age groups that will make up most beneficiaries, then add all the others that may be involved.
Youth and Play	Yes	Yes	As part of the application process, the council asks organisations to estimate the percentage of their service users that fall into the protected characteristics of the 2010 Equality Act. This information is used to assess the equalities impact of their Programmes and for compliance with the Public Sector Equality Duty. The form used to collect this information has been developed in line with feedback from the forum for equalities and human rights in Southwark FEHRS). (Same as Common Purpose).
Positive Futures	Yes	No –	Age, Gender, Disability, Ethnicity of applicants but does not affect the outcome of their application
	Yes	Yes	2 funded groups are required to collect data on users' age, gender, ethnicity & postcode (monitoring framework devised 2012. New contracts will use equalities monitoring forms covering all protected characteristics.
Resident Participation Fund –			
Getting Involved formerly Tenant & Resident Social Improvement Grants))			
Capital grants			
Cleaner Greener Safer	Yes	No	Age, Disability, Ethnicity, Gender of applicants
Community Infrastructure Levy			
Devolved Highways Budget	Yes	No	Age, Disability, Ethnicity, sex of applicants

3.8 Changes in the funding regime

Discussions with community leaders provided a useful background of the changes in the funding regime, their view of the funding programme and the use of the term BAME. They provided a rich context of what had happened concerning the funding programmes over the years.

These changes may have been a result of the council's adjustment to severe cuts from the central government, but these changes have been made without an equality impact assessment on BAME organisations. Perhaps it may be such adjustments that lead to the perception that of structural problems faced by organisations.

In their view, these cuts impact more adversely on small BAME organisations who are providing useful services to the community. They challenge the priorities set by the council as the priorities that are needed by the local BAME communities and believe that these priorities are set to exclude small community organisations from operating. In their view, the council officers prefer to deal with larger organisations than with smaller organisations.

The groups that are defunded then disappear because without support from their local authority, attempts to seek outside funding often flounder. This has happened to specialist support organisations and umbrella organisations that have disappeared and are no longer able to provide support for smaller organisations and are no longer around to provide useful intelligence to the local council and what is happening on the ground.

3.9 Lack of positive action on race issues

A colour-blind attitude to race issues in a borough with such immense diversity disadvantages small BAME community organisations. The decision not to fund organisations that provide services to only one section of the community excludes the small BAME communities from applying for funding and yet these are the same groups that have an interest in partnering with the council to solve the social problems within their communities of interest and will help the council to set realistic priorities on the state of the borough.

Whilst the council recognises the usefulness of the term BAME for funding purposes, the lack of a positive action programme can be interpreted as the unwillingness or inability of the council to comply with its Public Sector Equality Duty to level the playing field for BAME groups and whilst it flaunts its non-racist credentials the council is still on its way to becoming an anti-racist one.

3.10 Competing for funds

Without core funding, small BAME organisations that may have delivery expertise are unable to compete with larger organisations for funding. They are unable to compete for contracts because they lack the "necessary paperwork" required for the assessment process and yet there is no monitoring information that larger organisations are more effective in meeting the needs of the BAME communities. Funding dedicated to BAME organisations with less competition, but a fairer system of assessment and more monitoring and assistance may prove to be more effective in having services delivered to these communities

4 Who are the BAME community groups?

The views from the **BAME organisations** were captured from a main online survey of the organisations and supplemented with focus groups with some of the organisations.

The findings of the main survey are presented below.

4.1 Composition of board and staff? and service users?

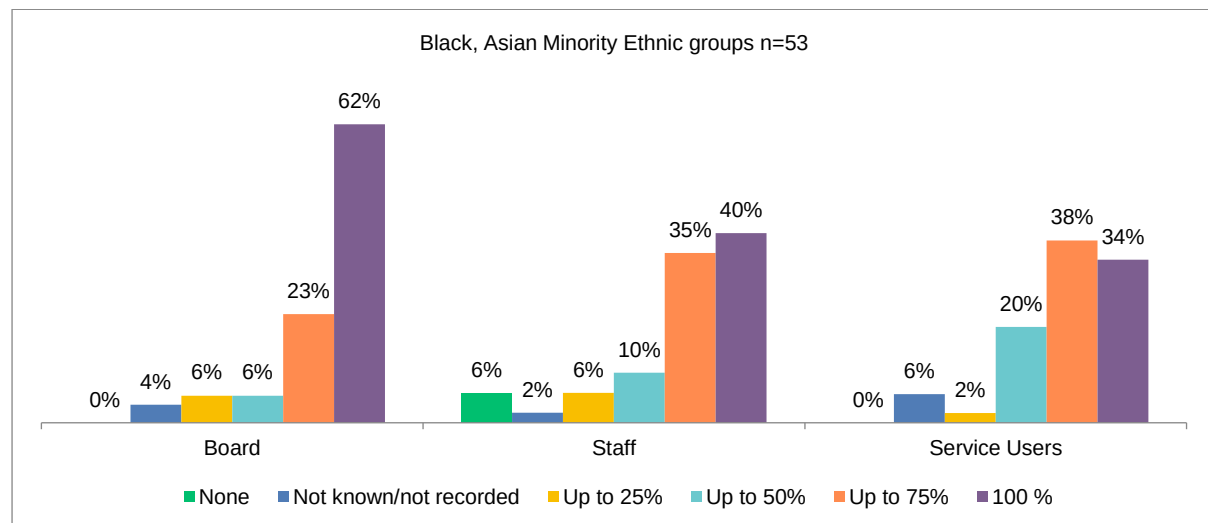
To establish who could be recognised as a BAME led community organisation, we used the description of the National Lotteries who determine that an organisation is BAME led if more than half of the board are from the BAME, or more than half of the staff are from the BAME community. There may have been one or two organisations that identified as BAME based on the further qualification of what proportion of service users are from the Black Asian Minority Ethnic communities, but this outlier organisation did not substantially affect the rich information that the review gathered and analysed.

A larger percentage 62% have boards that are 100% BAME and a further 23% said that their boards were up to 75% BAME.

A total of 75% claimed that their staff consisted of more than 50% BAME.

The BAME component for service users was 72% of respondents who said over half their users were from the BAME communities.

All the organisations have a heavy BAME representation on their board and provide services to BAME users but there were some 4 organisations that had no BAME staff.



There were Latin American, African Caribbean, African, Eastern European led organisations that took part in the survey. A list of respondents is provided in the Appendix.

4.2 Profile of BAME Groups

4.2.1 Longevity

Of the 53 respondents nearly one third had been in existence for more than 20 years and only 2 of the organisations 3.77% had operated for less than one year. A larger percentage 57% had been in operation between 1 and 10 years

This means that though there were just over one-third of the groups that responded to the survey had been in existence for less than 6 years, the other two-third were established organisations that have survived despite the harsh funding terrain.

4.2.2 Legal structure

A larger number of respondents were registered charities 37% or companies limited by guarantee 37%

There was a variety of organisations represented in the survey – there were sole traders, a parish church, a company limited by shares and unincorporated organisations

The variety in legal structure shows the diversity of organisations represented in the borough. We can say that some of the organisations have been willing to try the different alternate forms of registration that are now open to the non-profit sector, community interest companies are represented in the survey as well as charitable incorporated organisations that are newer forms of registrations that have been implemented over the past 10 years or so.

4.2.3 Type of organisation

Grassroots organisation emerged as the most popular, 58% of respondents, Direct service provider was the next most popular selected by 40%. The least popular selection was umbrella organisation at 4% representing two organisations

Grassroots organisations are at the heart of community activity, they tend to engage with the most deprived and are more support-based organisations that provide services across different sectors based on the need in the borough

4.2.4 Sectors served

The four most popular sectors served by the respondents were young people 47%, education 43%, socially excluded 41% and arts leisure and culture 39%

The sectors served by the respondent organisations fit within the priorities identified by the council as being important, children and young people and education and certain dealing with the socially excluded and presumably “hard to reach” communities to provide them with a pathway for them to access mainstream services. More importantly, these organisations are working across all the sectors and since they are providing

4.2.5 Main service users

the three most popular choices were BAME communities 79%, young people 63% and women 56%.

The respondents are serving their communities, to young people they are providing services to women and children, they are dealing with disability issues.

But they are also providing services to the community probably using their experience in dealing with supposedly intractable problems to benefit the community as a whole

4.2.6 Income Profile

The respondents were in the main small organisations. In 2018 only 1 organisation had a turnover of more than £1 million and this had increased to 2 organisations in 2019 and 2020. This was an outlier and the organisation participated in the survey because they were serving many BAME service users.

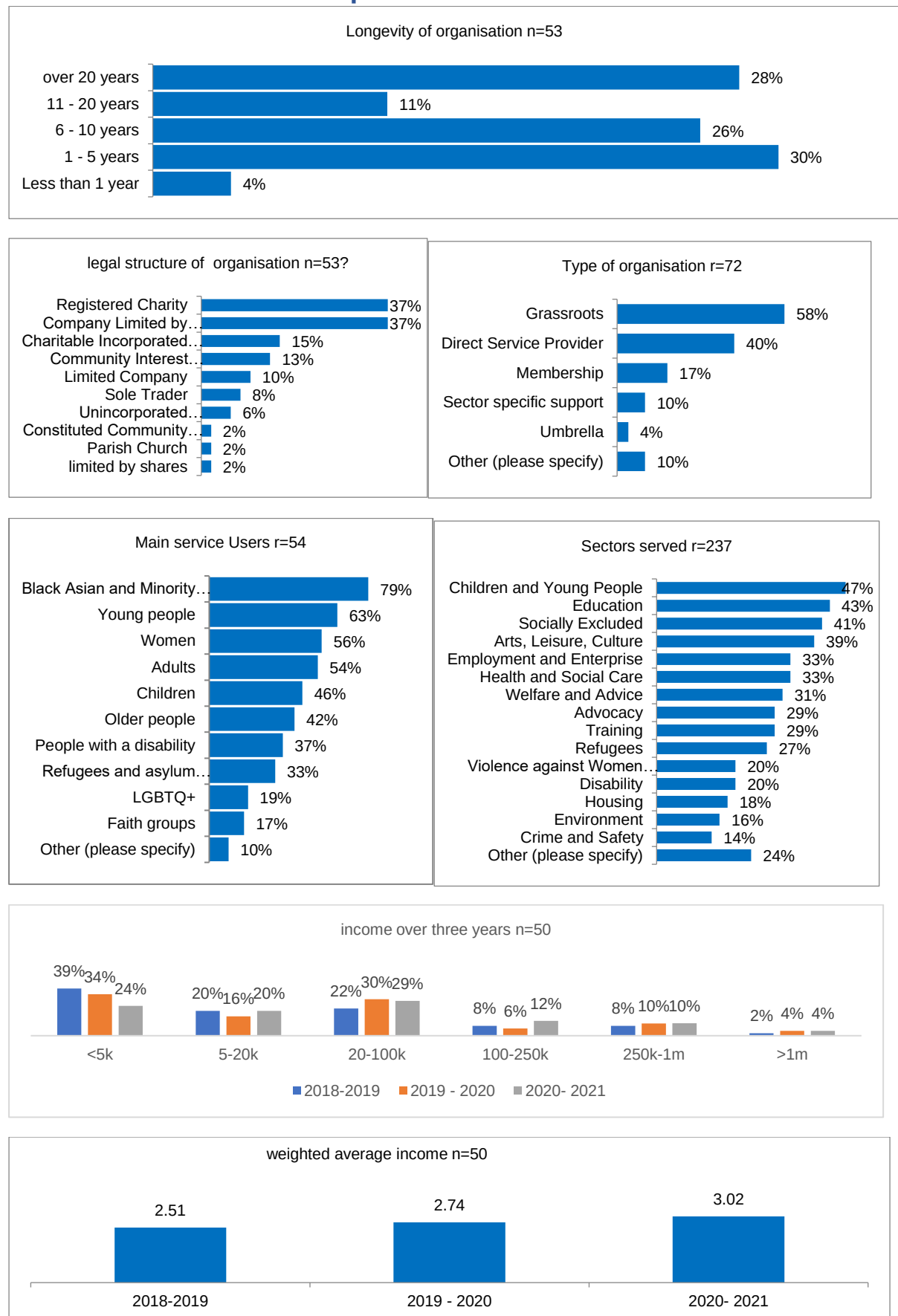
In 2018 many respondents 39% said that their turnover was below £5K, 20% said it was between £5-£20K and 22% stated that it was between £20K -£100k, 8% said it was between £100-£250K, another 8% attested to it being between £250k-£1million and 2% said that it was above £1million.

Apart from those below £5k, which had reduced in proportion by 2021, there seems to have been an improvement and a movement in the £100-£250K category where their proportion has moved from 8% to 12%.

This may mean that the fortunes of groups have improved during this COVID 19 period and organisations may have had more funding to deliver covid related services to BAME communities that were harder hit by the pandemic.

The total income of the respondents increased from £2.51million from 2018/19 to £2.74 million in 2019/20 to £3.02 million in 2020/2021.

4.3 Characteristics of respondents in charts

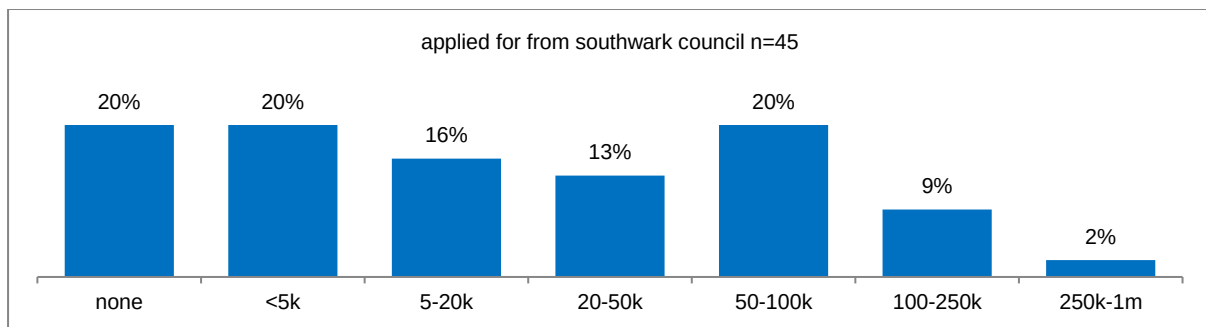


5 Experience of the funding process

5.1 Southwark funding

5.1.1 Amounts requested from Southwark

20% said that they did not apply for any of the Southwark funding. Another 20% of respondents had applied for less than £5k and 1 organisation stated that it had applied for over £250K of funding. The funds requested are evenly spread across the different amounts.

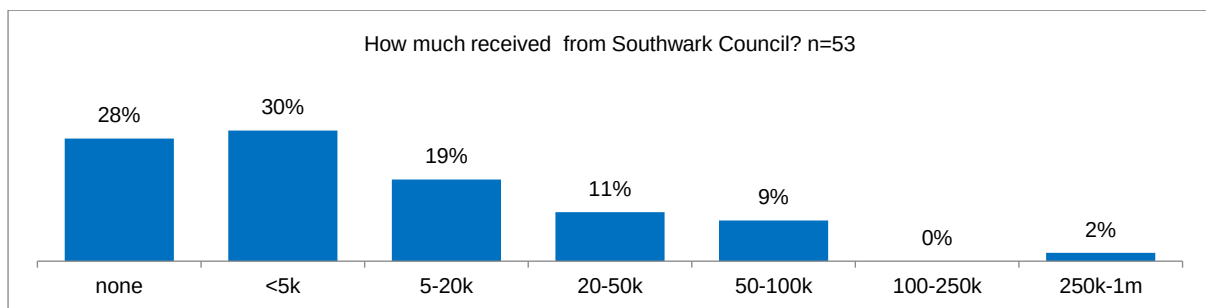


The total amount of funding applied for by respondents was £1,718,206

5.1.2 Funding received

Most who applied for received funding though there was a difference – 28% of respondents said they received no funding at all.

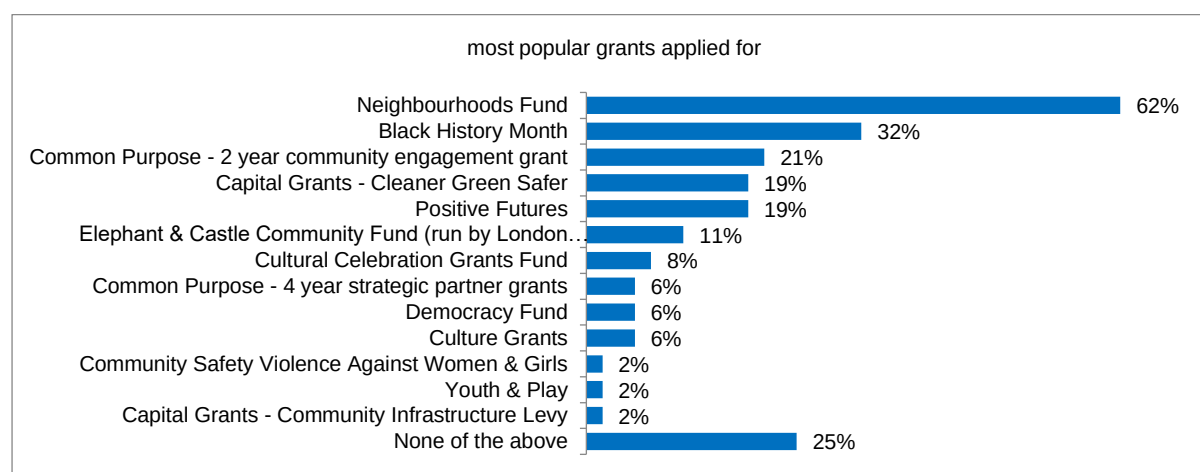
30% said that they received less than £5k of funding. The one organisation that applied for more than £250k got their funding. No respondent received between £100-£250K.



What this means is that 8% of respondents who applied for funding did not get the funds they applied for and the 9% who applied for between £100K-£250k must have been unsuccessful and did not receive any funds or got less than they applied for.

5.1.3 Most popular grants

- 20% of respondents did not apply for any of the grants.
- The most popular grant applied for was the Neighbourhood funds, also the biggest and most general of the funds – 62% followed by the Black History Month grants at 32%
- The Democracy Fund, Common Purpose and Culture grants had only 6% applying for them.
- Disability, Resident participation, Getting Involved and Capital grants from the Devolved highway Budget - no applications

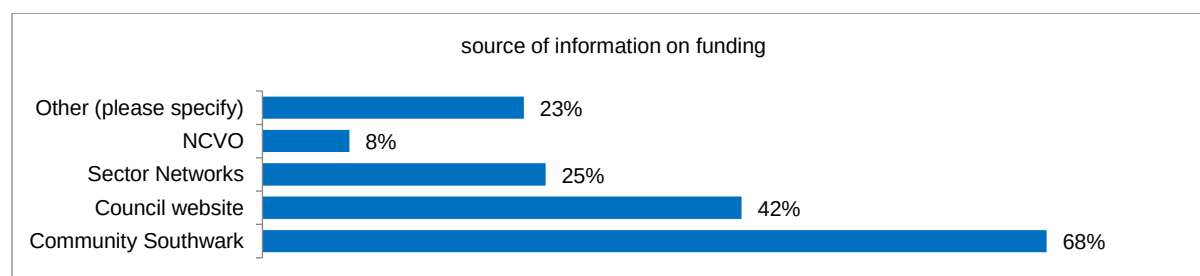


5.1.4 Effective advertising?

Community Southwark, 67% emerged as the most important source of information about funding from the council, followed by information from the council itself. This could be an indication that the advertising and publicity around the grants programme may be reaching its sources.

Other sources included: word of mouth, shared email, Ubele, friend, council, other organisations, Peckham levels and contact with council officials and empowering community coordinator.

Increasingly email and other social media sources have been effective in publicising and targeting communication at the Black Asian Minority Ethnic communities. There was no mention of the social media outlets in the other category.



5.1.5 Assistance and support in the application process?

Several of the organisations stated that they filled the applications in-house. They either relied on their director, employees or trustees who have some experience of filling in application forms.

In some cases, council officials were very helpful in answering all the questions and going through the application form when asked to assist. The guidance notes became simpler and clearer with their support. There were training sessions and webinars organised that helped. In one instance, a customer services agent from the council helped in the filing of the forms

The webinars and training sessions that were organised for some of the funds gave some respondents more confidence in tackling the application forms.

For those who applied for outside support, Community Southwark emerged overwhelmingly as the most popular organisation that helped respondents with their funding application. Other organisations mentioned as assisting include Foundation for Social Improvement (FSI), Founders Vine, Generation Success, London Growth Hub, Mayor of London, Traveller Movement, United St Saviour, Ubele Initiative, Southwark Law Centre, and some local organisations that were not named

5.2 Comments on Southwark application process

The comments about the Southwark application process ranged from simple and easy to fill through to difficult. Some of the key issues are classified below with some of the comments from the respondent.

5.2.1 Simple and easy to fill if you read the guidance

The applications were easy to fill if one took the time to read the guidance notes and attended the training programmes provided. But some applicants did not have the cooperation of the programme officers and had great difficulty with the forms

5.2.2 Difficult language

The language used could be difficult to understand especially from someone whose first language is not English and those with dyslexia such as me struggled with it.

5.2.3 Rigid Eligibility

There was a lack of clarity and to who can apply and for what, the requirements seemed rigid and with preferred applicants in mind. Those of us with different but effective ideas are excluded.

Culture grants are mentioned above but there has not been an open application process since 2016-we are very lucky to still be funded but it is a little disingenuous to have it listed above and any other org besides the five of us funded would encounter very big difficulties applying for funding that is not open!

I find the black history application grant amount is very rigid and hard to meet as we asked to deliver a celebration of our culture and history in a vacuumed - no funding for music, food and the amount is very meagre and embarrassing to apply for and if you deviate from the script of presenting our culture in a proud and any hint of superiority you deny the funding as this does not fit into the grant decision-makers

image of BAME group so we have to stay to the same old stories of coming from Africa on the boat and how white people save us.! I stop Applying for this grant

Recent small grant pots were so specific that we could not apply for activities we had planned. There is also a lot of work and monitoring for quite smaller amounts of funding

5.2.4 Communication with applicants difficult

Communicating with some programme officers can be difficult. There is no feedback, requests made for a lot of information and documentation, but officers do not respond to letters written or enquiries made. Information about the grants is not provided in a timely fashion

5.2.5 Technical problems with computers

The process demands knowledge of computer use and you are not allowed to see the whole form before you start filling it up

5.3 Other funders

Respondents mentioned that they had experience with the different funding sources. The diversity of these sources is summarised below.

- Income generation through trading and selling services and contracts – Home Office, the Mayor’s Office for Policing and Crime -MOPAC
- Donations and gifts from all sources including membership deals and crowdfunding
- Local and regional trusts and charities
 - St George the martyr, Phoenix Funds, Peckham Settlement, London Funders - St Saviour, London Assembly, London Catalyst, London Community Foundation, - London Community Response to COVID-19 Phoenix Fund Southwark Charities Tesco grant Trust for London
- National funders
 - Lottery, Children in Need, Comic relief. Arts Council
- National Trusts and charities
 - Alan & Babette Sainsbury’s, Guys & St Thomas’ Trust Charity - Foyle foundation previously City Bridge - The Peter Minute Wakefield and Tetley Trust
 -

5.4 Comments on other funders application process

Respondents who had applied to other funders provided some information on their experience with these other funders. The comments on their experiences are summarised below.

5.4.1 Complex procedures and processes

Complex procedure and long application forms that take days to complete only for you to be unsuccessful. There is a huge amount of work to navigate through the outdated portals for you to apply.

Some organisations also conduct a credit search and when the outcome is negative, you do not get the funds

5.4.2 Application periods too short

Short application periods. Not knowing about the time, the application fund is in process

Some funders you do not hear back from. It is hit and miss with other funders plus some of them do not give core funding and they are normally smaller amounts of funding for small projects extensive application forms/process. when funders asked to submit a proposal about your project - then if success you go on to stage 1 application and if successful you move on to stage 2 and if successful the funding officer want additional Information!!!!!!!!!!!! that equates to stage 1 and stage 2 combined ... long and winded - they doubled check and tripled check as if they are still not satisfied- I feel like they want to find something as a way to say - NO

5.4.3 Funding criteria excludes BAME groups

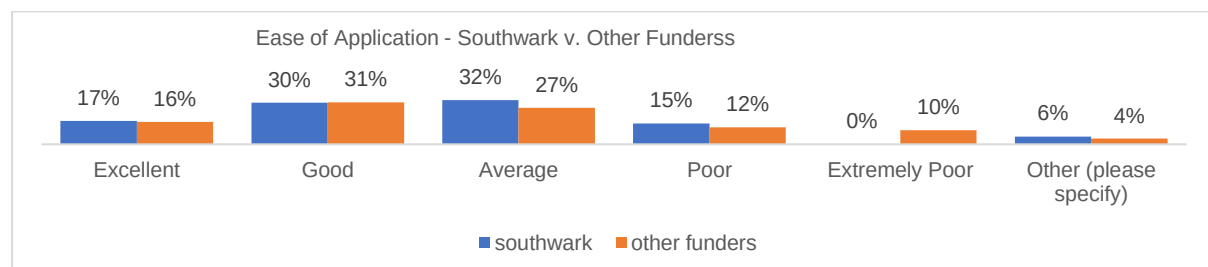
Some funders ask for a lot of information on criteria we do not understand and that does not fit within the services we offer – they do not want to fund advice and case work

5.4.4 Lack of understanding of needs of BAME communities

Some funders do not understand the needs of BAME organisations for small funds and provide long and complex application forms. They also expect that you will compete with mainstream service providers who have more attractive profiles but less experience of the complex problems facing disadvantaged communities

5.5 Comparison

The experience of those who looked for funding outside Southwark was not there were problems and even more difficult to get assistance.



5.6 What other boroughs are doing?

We held discussions with officers from two other boroughs who have a similar proportion of BAME in their population and who face similar levels of deprivation in their boroughs. We wanted to find out how they deliver grants and whether there may be exemplars that we can adopt.

Element	Hackney	Lambeth
commissions	Individual services do their commissioning	Main funding to groups through the commissioning of services – big sized for 3 years. BAME do not get sizeable contracts
purpose	Social inclusion provides grants helping to build a relationship with the community to be able to positively engage them. Provides much-needed intelligence on what is happening in the communities. Collect data on service users	All commissioners must collect EDI information Theoretically, such information is supposed to be tracked but not always and the excuse is that the system changes. Pulling out statistics is not easy because expenditure items are not coded but guided by borough plan and not departmental outcomes
Basis of grants	Historically provided grants to deal with critical community issues such as antisocial behaviour, cultural issues for the many communities of interest	No grants for the voluntary sector are direct from the council, it is outsourced. Covid meant that some organisations such as Youth Play organisations and Age Concern were directly funded
Eligibility and process	The open application process, surgeries by local CVS to help groups	The outsourced organisation encouraged to assist smaller organisations and help build consortia
Assessment	Volunteer representatives help in the assessment of the grants – infrastructure as well as general grants	Statutory services are dependent on budgets from forward plans and there is now a need to examine these to determine the equality impact
amounts	£2.5 million yearly. Some for 2 or 3 years – largest to CVS. No one gets more than £60K. but there is also a community chest of £250 to £1000	Organise national and regional funders forums to assist the VCS sector
Covid19	Provided some extra funding to deal with COVID – helped with the London Community Funding initiative older people or younger in community-led to deal with those issues	Made exception during covid and provided some emergency funding but covid also revealed great inequalities in funding and an urgent need to reconfigure
Future	Maybe go back to core funding?	
BAME Term	BAME is a useful term for the council – prefer self-definition so that we can get the diversity within how the communities organise themselves and capture all the strands of equality and its intersectionality	BAME term is useless in the face of non-collection of data and no analysis of who receives what. Self-identification and analysis of needs are more useful in the face of changing demographics. Excluded communities seem to be the emergent ones though discrimination against BAME people is still rife

5.7 Can we adapt and adopt from other boroughs?

Lambeth commissions services signing three-year contracts with organisations, these contracts are rigorously monitored to ensure delivery reaches beneficiaries from the BAME communities.

The council however understands that community organisations must be supported and it does this not by giving them grants but by outsourcing all the assistance to these organisations to an outside agency that acts as a coordinating agency to support and capacity build organisations, provide a forum for sharing their views and supporting each other or forming consortia to bid for services and more importantly attracting funding from external sources, it organises a periodic funders forums to enable organisations to meet funders.

Whatever funds it has for distribution is outsourced to grant-making organisations that have experience in distributing and managing small grants for its community projects. The facilitating organisation helps the groups to develop and grow and if capable gain core funding to enable them to be sustainable.

Hackney on the other hand divorces its commissioning from its historical grants making. It recognises that not all the commissioned services will reach all parts of the BAME communities effectively and that groups within these communities may wish to undertake some projects based on their specific cultural or language needs or indeed help on issues of social, educational or health promotion issues that have been identified in their communities.

These small grants to community organisations help to keep the communities involved and engaged with the council and help identify a need within these communities where the council can intervene with its main commissioning programme.

The application forms are very simple, the groups are already known and new groups that emerge can be accommodated within the programme. Community representatives are involved in the assessment process to make it more transparent and fairer.

6 Structural barriers to accessing funding

6.1 Comments from the review

Based on the discussions some of the barriers faced by respondents have been grouped into these categories with some comments from the respondents themselves

6.1.1 Difficulties with the application forms

Difficult to understand what is required and fill, lack of time, assembling information, finding the right information

Due to workload constantly run out of time to meet the closing date.

Inhouse capacity and expertise are inadequate to check over the application

Having someone check the application form who is knowledgeable in the area

6.1.2 Institutional capacity

the institutional requirement that is not flexible to different needs

Reluctance to apply because of lack of successful applications from similar businesses

Not always having qualitative information to back up our proposal

Not having core funding to invest in admin etc, not having salaries to employ people, relying on volunteers doing favours during free moments in the evening - often have full-time jobs

6.1.3 Long processes

small organisations need to devote as much time and do applications as to deliver, too many hoops to pass through in competition with others more capable and with the capacity

Lack of time to prepare applications

Navigating operational needs and taking the time needed to apply for fundings

culture cuts and austerity - so it takes full time volunteering without salaries additional information needed and when you supply it, they still want more information and give you a draft of information needed and the timeline to deliver is a small window- which we now called red flag for saying no we can fund you at this time, but no reasons given.

6.1.4 low funding base

Lack of business plan and coherent fundraising strategy

need match funding, the small size means difficult to justify, governance and known trustees with contacts, not enough money in bank etc

There is very little funding to support the structure of the organisation, such as core funding, which limits the capacity that we have for fundraising (for example the Director must fundraise for the organisation on top of managing the service delivery)

This is what happened when, but core funding was stopped in 2011 by Southwark Council

6.1.5 Discrimination

Black groups are not funded, so there is certain negativity about black groups applying with confidence especially when they keep on failing

I think discrimination is the only factor ignoring our consultation and engagement and expecting members of our community to become Trustees when they don't have time or resources

Being a BAME Leader

Reluctance to apply because of lack of successful applications from similar businesses

6.1.6 Not locked in relevant networks

Some networks were mentioned by respondents as networks that they belonged to, and they had hoped that these networks would help secure funding. The most popular was network was community Southwark. Others are

A black women's network Adults Mental Health Network, Africa Advocacy Foundation, APC British & Colombian Chamber of Commerce CAS Coalition of Latin Americans in the UK (CLAUK), Community Action Southwark, Council of Leaders, Trinity Faith Forum Founders Vine FSB, Latin American Network, London GRT partnership London Youth network, NCVO, SCRF UNLTD - Mentor support, Ubele, Southwark Latin American Network, Southwark CAB Network, SFAA, Southwark Stand Together

We do not have advocates in the local authority who can help in opening funding doors.

6.2 Framework for analysis

We devised a framework for analysing the finding from the review and contextualised it since the barriers to funding are both internal and external, but they are also based on characteristics of the funders and grantmakers as well as on attitudes to funding

These factors are summarised in the chart below.

Barriers to funding for Black Asian Minority Ethnic Community and Voluntary Groups		
Factors	Characteristics	Attitudes
Internal	• Organisational characteristics • Organisations are small and difficult to get sufficient funding because starting from a low base • Lack of capacity to apply for funding • Struggle with compliance on governance issues • Multi-focussed trying to solve all the problems for the community at the same time • Still moving from the informal to the formal	Organisational attitudes to funding • Difficult concept – need to spend a lot of time on fundraising • Difficult content – too much work in navigating the different funding sources • Difficult process – shouting and complaining will not always help • Negativity based on experiences with the disappearance of core funding and less complete grants
External	• Other external characteristics • Lack of networks • Exclusion from formal and Informal funding networks • Consortium working may need too much support • Perception of discrimination	• Funders attitude to BAME groups • Stereotyping of certain groups, racist discrimination • Do not think they can manage the funds – too much due diligence • Do not think that they can deliver and report • Too much scrutiny • Priorities may not be the same for BAME communities
Equinox Consulting 2021Southwark Standing Together Review		

These factors have been echoed in recent reports by:

- Charity so white
- Baobab report
- BOOSKA report

6.3 The discussion and implications

The term BAME lumps people with different ethnicities, nationalities, languages, cultures, and persons born in this country as well recent migrants together, people who are not homogeneous at all and without any explanation of who is included it can be meaningless.

We found out that as a term for funding purposes, it could be useful if it is further explained but most respondents did not think that it was of any use if it was meant to denote identity. In a sense, it was seen as offensive by some and people should not be called BAME or Black Asian Minority Ethnic, but rather called by their identities.

The borough of Southwark which is 54% white has a larger than average proportion of people who would fall into the BAME classification for funding purposes, it also has many deprived communities where these people live.

If council services are targeted at reducing deprivation, then one would expect that there will be some specialist services that would be targeted at these communities, that organisations that receive funds from the local authority will be mandated to reach these organisations or at best some community groups from these communities will be provided funding to help their communities on the assumption that they are closer to the communities and how best where these are or that they have been set up to specifically assist their communities and be more effective.

The council however adopts a colour-blind approach in providing funding, it advertises all its programmes across the board, it has a transparent application process, but the application forms are seen as difficult for some of the communities. The council also adopts a rigorous approach to assessments for funding, looks at organisations that have the capability and the capacity, have all the policies and procedures in place and that has a track record of delivery.

Having established the BAME community organisations are small and in the absence of core funding has no or few staff members, this will put them at a disadvantage in competing for funds with well-established organisations. This implies that their perception that they will only receive small amounts or nothing at all feeds on the decision of some not to apply at all and in the absence of support and assistance in the application process and their conviction that there are few visible minorities on the panel it feeds on their negativity towards funding.

The critical question that cannot be answered without further analysis is whether knowing that BAME groups have not done well in accessing funds from the council has not seen it fit to provide positive action initiatives in line with the Equalities Act 2010 amended and the Public Sector Equality Duty it places on agencies to conduct equality impact assessments on all decisions so that they can minimise the adverse discriminatory impact it will have on people in the protected categories in this case groups led by people from BAME communities.

The comments from the respondents in this research point to fact that BAME groups face some barriers in accessing funding. In the next section, we will analyse these barriers using an appropriate framework.

6.4 Making it easier for BAME groups

Respondents had an experience of funders who were making it easier for eligible organisations to apply for their funds; organisations such as Big Lottery, Southwark Charities, St. George The Martyr, City Bridge Trust and Trust for London, United St Saviours Charity, Garfield Weston Foundation, NLC, Paul Hamlyn Foundation, Esmee Fairbairn. In this list two funds from Southwark Council as worthy of mention: the Neighbourhood fund, Black History Celebration, Southwark Culture Grant

Based on suggestions for improvements from the many participants in this review, some measures that will be most helpful in levelling the playing field and minimising some of the systemic barriers that have discouraged some BAME groups from applying for funding are presented below. These measures should ensure that those who apply have a fairer chance of navigating what some feel is loaded against their being successful in the applications.

6.4.1 Simplifying the application form -a simple portal

Given that over 67% of respondents have used the new funding portal developed by the council, it should be improved to ensure that all the applications are standardised and make it simpler.

More clarity should be provided on the applications, and the language should not be filled with jargon but simple and purposeful, to the extent of helping the applicants by giving them examples of what is required.

The purpose of the guidance notes is to help applicants and not to prevent them from applying, requests for documentation should be kept to a minimum and only essential information that helps in deciding the quality of the application should be asked for. The shorter the form, the better, it should not take more than 10 minutes and should not feel that applicants are writing a thesis as claimed by some.

Despite the complaint from some respondents about digital exclusion, the portal is the best way of inviting applications if some of the forms can be made printable to enable those who are not computer proficient to have a chance at filling them on paper before transferring them onto the computer.

6.4.2 Simpler application process – longer lead times

Advertising the fund should be targeted at people from the BAME community to encourage them to apply.

A longer lead time to allow the group to collect all the required documentation and seek assistance and support will also be a help to these groups.

6.4.3 Providing Support and targeted assistance

- Providing support before the application process is increasingly becoming a feature of some funds that target the BAME communities. This support should be provided on different levels
- Webinars and workshops to explain the application process and the guidance notes, the criteria in some detail
- Webinars and workshops and training on issues that pertain to the filling of the application forms. Topics such as business planning, budgeting, and costing, proving social impact, proposal writing, project management, monitoring and evaluation, report writing, fundraising strategies will be useful for some of the applicants
- An overwhelming 91% of respondents feel that they would benefit from a bid writer especially for the funds where you have a lot of writing to do in a language that funders understand. They would also benefit a dedicated person to
 - Explain the funding for them
 - Look over the application form to edit and correct mistakes
 - Show them examples of successful applications
- Some funders have started providing external consultancy advice as part of the process to funding where a consultant is available to support the applicant through the process

6.4.4 A fairer assessment and awards system

Applicants should be allowed an opportunity to discuss their applications before submission if the objective of the council is to receive applications for projects that will be effective rather than just giving more to organisations that may look efficient on paper.

There does not seem to be enough persons from the BAME community involved in the grant-making and they are invisible in the assessment process. So, more persons representing these communities would provide more confidence that the assessment process is fairer

Other ways of assessing projects such as video applications and face to face interviews may help assure persons that it is the substance contained in the application that is being evaluated and not the applicant.

If the council wants to minimise deprivation, then it must encourage more persons from disadvantaged communities to join forces with them, if good ideas are evaluated the council officers should be able to provide more support to smaller organisations who may be more effective because they know the communities better.

A rapid turnaround will also be more encouraging, and feedback is crucial in motivating smaller groups who are unsuccessful to keep on applying, it will address the negativity that groups have that they are marginalised, and their ideas and projects are not welcome for discussion. At present only 42% of respondents indicated that they received any form of feedback on their unsuccessful applications.

The question that respondents asked was who is more qualified to run a project in a deprived area? An expert of a community group that has more commitment to the area in which they reside and should the council not be encouraging more community activity to empower people to take care of their issues.

6.4.5 Ringfencing some funding

The suggestion of ringfencing funding for smaller groups that will include groups that serve the BAME communities and that are BAME led is a suggestion made by several respondents and that has now been implemented by some private funding charities.

The Lloyd Bank Foundation for instance had 25% of its infrastructure funds to help build the capacity of BAME led infrastructure organisation in some of its regional grants and during the COVID recovery period, national BAME-led infrastructural have been involved in distributing funding to mainly BAME-led organisations. Several other funders are likely to follow in this new approach,

The whole approach to equal opportunity and equity suggests that this is a refreshing approach to signalling that the council is shifting from its non-racist posture to an anti-racist posture for funding and adopting positive action mechanisms in promotion of its Public Sector Equality duty.

Ringfencing funds will encourage the council to work with some of the BAME led community organisations in the borough that serve deprived communities, it will help the council gain more intelligence especially if there are dedicated officers who work with BAME led organisations to co-produce some of the projects.

6.4.6 Capacity building the BAME community sector

The main question of core funding has not been addressed by the council but the concept of ring-fencing that adopts an equality-equity approach to enable some of the community organisations serving the deprived areas to build their institutional capacity and capability to serve their communities better.

The lack of BAME-led infrastructure organisations operating in the borough is worrying for some since in the past these organisations have been responding to increasing positive activity in the borough, they have created forums, helped to coordinate, and assist with capacity building acted as channels of communication between the communities and the council, help to disseminate vital information and held the fabric of the communities together.

The BAME infrastructure community organisations have introduced the smaller groups to wider networks that can assist them in their sectors and further capacity build them.

7 Conclusions

Most respondents did not like the term BAME which they believe is not the best descriptor for people within the Black Asian Minority Ethnic communities who would rather be described by their continent or country of origin rather than a catch-all nebulous term that is meaningless to some and offensive to others. However, some found the term useful for funding purposes and some felt that it encouraged them to apply for funding when it was referred to in the funding application. The terminology is still evolving and yet another descriptor -Black Minoritized Community is emerging.

Southwark Council recognises that there are pockets within the borough that rate high on the indices of deprivation and that there are large numbers of people from Black Asian Minority Ethnic backgrounds that live in these areas. Based on its commitment to minimising deprivation, it has a grant programme through which it works with community and voluntary organisations to provide services outside the scope of its statutory responsibilities. Though it expects that its priorities will be met, there is not enough follow-through to ascertain the extent to which Black Asian Minority Ethnic communities' benefit from these funds and there is no monitoring of the extent to which Black Asian and Minority Ethnic community and voluntary groups are successful when they apply for these grants or an Equality Impact Assessment.

Though the council must know that Black Asian Minority ethnic community groups have a better reach into their communities and that some can deliver services that will better satisfy members of their communities, there is no comprehensive knowledge of who and where these groups are in the borough and though some ethnicity information is collected of groups that successfully apply for funding there is little statistics on those that are unsuccessful. This fuels the perception that many Black Asian Minority Ethnic led facilitating organisations are being defunded over the years as the council restructures its funding programme to adjust to funding cuts from the central government.

These adjustments demand that the council must adopt stringent assessment measures often based on track record and compliance with procedures and policies in place and carrying out rigorous due diligence often disadvantage Black Asian Minority Ethnic community groups some of whom find the application process difficult due to their lack of capacity even though they may have more effective projects.

The dearth of Black Asian Minority Ethnic led umbrella organisations who can help their members with their applications acts as a barrier to their making successful applications and advocating for a level playing field; the absence of visible Black Asian Minority Ethnic persons on the assessment panel continues to fuel the negativity that these groups have developed in applying for funding.

The lack of core funding further aggravates the problems of the sustainability of groups and detracts against the whole concept of community development which the council is desirous of forging.

The structural barriers to successful funding applications include the internal and external characteristics of community organisations and the attitudes of funders as well as the organisations themselves.

8 Recommendations

The following recommendations are made based on the findings of the review:

For funding purposes only, Black Asian and Minority Ethnic organisations should be allowed to self-identify, if 75% or more of the Board of Trustees, Directors, Management Committee and 50% or more of the senior staff of the organisation are from a specific community or identity and have lived experience of that community.

Simplify the application process by providing more clarity on the application forms, offering examples of what is required and explaining the different steps in the application process including the next steps for unsuccessful applicants. The portal must be promoted to all community organisations through the specialist support organisations and elsewhere in the council general publicity to all groups.

Provide funding for specialist support organisations that will assist groups applying for funding which will be run by people from their communities who because they are closer to the groups and beneficiaries and have more intimate knowledge and intelligence of the communities will be more effective in building the capacity of the organisations and the communities.

Compile a register of all voluntary sector organisations within the borough so that they are identifiable by the equality, diversity and inclusion characteristics which will facilitate the council having better communications and relationships with the communities to be able to involve groups and their representative to develop a social value model to address inequalities and deprivation in the borough through its funding and commissioning processes.

Substitute the current colour-blind approach to funding to a more nuanced intersectional one to ensure funding is effective instead of merely efficient in addressing deprivation. In so doing to consider that support to community organisations is important to create a more vibrant social, economic, and political environment

Consider transforming the grants programme to focus more on ideas for projects that will be effective in reducing deprivation and working with selected groups who come up with these ideas to co-produce the project providing them with specialist ring-fenced funding that has sufficient resources to provide capacity building of these organisations to enable them to deliver successfully

Work towards the involvement of members of the community and their representatives in grant and assessment process to make more transparent and fairer and remove the perception of unfairness that fuels the development of a negative approach to funding by Black Asian Minority Ethnic community and voluntary groups

Continue the transition from a non-racist to an anti-racist funding model, adopting positive action mechanisms in promotion of its Public Sector Equality Duty, for example by ring-fencing funding for BAME-led groups that serve the BAME communities and data on success rates of BAME applicants should be analysed and grants awarded only after their impacts have been assessed.

9 Appendix – Review Participants

9.1 BAME Respondents

Latin American Women's Rights Service
 Yenny Betancourt
 Spring Community Hub Formally Central Southwark Community Hub
 Bizzie Bodies CIC
 Wave of Peace (WAVE)
 Aaina Womens Group
 Southwark Hindu Centre
 iiChild
 Turnquick Distribution Ltd
 Elimhouse Community Association Southwark
 TAYOToonz
 Rastafari Movement Uk
 Bezaleel Solutions Limited
 Ballers Football Academy
 Fashtag Clothing Ltd
 Otentik Care
 The Scissors of Oz
 Southwark Everywoman's Centre
 Camberwell After School Project
 Dulwich Music Festival
 Construction Youth Trust
 Theatre Peckham
 Youth Learning Network Ltd
 The Cornerstone
 Passion for Reducing Type 2 Diabetes
 Reach Dem UK
 Smartkid
 The Ernest Foundation
 Elevated Minds CIC
 Age UK Lewisham and Southwark
 Capoeira Angola Community
 Pecan
 Blue Elephant Theatre
 Ancestry Talks
 Southwark Pensioners' Centre
 Latin American Disabled People's Project
 Rastafari Movement UK
 Black Mama Earth Ltd
 Parish of St Peter, Walworth
 Youth Learning Network Ltd
 Love north Southwark
 Bibeasy bibs
 The Ernest Foundation
 The R3cruit
 Carnaval del Pueblo
 Flashy Wings Ministry
 Youth Learning Network Ltd
 Art 247
 Centre for the Advancement of Development and Human Rights

The Bright morning star Prisons and homelessness outreach
 London Senior Social
 Southwark Travellers' Action Group

9.2 Councillors

Cllr MacDonald
 Cllr Ali
 Cllr Babudu

9.3 Commissioners

Michelle Walker

Tina Thorley - Youth Operations & Commissioning Manager
 Pauline Bonner - Empowering Communities Programme Officer
 Houghton, Jillian

Dagmar Tolonen - Senior Project Manager, Cleaner Greener Safer

Libby Dunstan (Pioneer Fund)

Michelle Walker, Southwark Arts & Culture

Palmela Witter, Southwark - Positive Futures

Katherine Pitt

Ahmed Forid & Pauline Bonner

Andrew Matheson, Southwark, Senior Commissioning Officer, C & V Sector
 Engagement Division, Environment & Leisure Dept

Stephen Bahooshy

John Abbott, Head - Regeneration North, CE's Dept

John McCormack - Tenant and Home Involvement Team Leader

9.4 Borough Councils

Sarah Hale, - - Grants and Investment Manager, Hackney

Grace Gbadamosi – Senior Strategy and Policy, Communities and Equalities
 Lambeth

9.5 Community leaders

Ade Adebambo - London Accountancy Project

Gissella Valle, Latin American Womens Rights Service

David Reid, Community Southwark

Russell Profitt, Golden Oldies Community Leader

Aubyn Graham, Elim House, Community Leader

Cedric Whilby, SUNBEAM, Community Leader

Sandra Evans – Community Bridges

9.6 Focus group

Suzann McLean - Theatre Peckham

Grace Smith - Mental Fight Club

Peter Beaumont:

Sister Stella - Rastafari Movement UK Food and Well-being First

Sandra Ferguson :

Romina Lopez - LatinHubUK

Elaine Joseph :

Jacy Stewart: Local Access Partnership

Cathy Duplessis - Southwark Pensioners' Centre:

Lindon: Melanin Health & Wellness

Nancy Liscano - VOADES UK

David Reid Community Southwark

Carlos Corredor, AYMARA SOCIAL ENTERPRISE CIC.

Queenie Iye Enefolá Ekuerhare - Flashy Wings Ministry

Maryam Bachoo - Computing and Programming Academy

Gisela Valle - Latin American Women's Rights Service

9.7 Questionnaire

Q1 How long has the organisation been established?						
Answer Choices		Responses				
Less than 1 year		4%	2			
1 - 5 years		30%	16			
6 - 10 years		26%	14			
11 - 20 years		11%	6			
over 20 years		28%	15			
Answered			53			
Q2 Name of Organisation						
Answered		52				
Q3 What percentage of these groups of people are from Black, Asian Minority Ethnic groups						
		None	Not known/not recorded	Up to 25%	Up to 50%	Up to 75%
Board		0%	4%	6%	6%	23%
Staff		6%	2%	6%	10%	35%
Service Users		0%	6%	2%	20%	38%
Answered						34%
						53
Q4 What was your total income in these financial years?						
	<5k	5-20k	20-100k	100-250k	250k-1m	
2018-2019	39%	20%	22%	8%	8%	>1m
2019 - 2020	34%	16%	30%	6%	10%	2%
2020- 2021	24%	20%	29%	12%	10%	4%
						4%
Q5 Please tick all the Southwark funds for which you have applied. Tick all that apply						
Answer Choices		Responses				
None of the above		25%	13			
Capital Grants - Community Infrastructure Levy		2%	1			
Youth & Play		2%	1			
Community Safety Violence Against Women & Girls		2%	1			
Culture Grants		6%	3			
Democracy Fund		6%	3			
Common Purpose - 4-year strategic partner grants		6%	3			
Cultural Celebration Grants Fund		8%	4			
Elephant & Castle Community Fund		11%	6			
Positive Futures		19%	10			
Capital Grants - Cleaner Green Safer		19%	10			

Common Purpose - 2-year community engagement grant	21%	11	
Black History Month	32%	17	
Neighbourhoods Fund	62%	33	
Answered		53	
Q6 How much did you apply for across all the funds you ticked in Question 5?			
none	20%	9	
<5k	20%	9	
5-20k	16%	7	
20-50k	13%	6	
50-100k	20%	9	
100-250k	9%	4	
250k-1m	2%	1	
£501,000 - £1m	0%		
>1m	0%		
	100%	45	
Q7 How much funding did you receive from all the funds you applied for from Southwark Council?			
Answer Choices	Responses		
none	28%	15	
<5k	30%	16	
5-20k	19%	10	
20-50k	11%	6	
50-100k	9%	5	
100-250k	0%	0	
250k-1m	2%	1	
£501,000 - £1m	0%	0	
>1m	0%	0	
Answered		53	
Q8 How do you hear about funding opportunities? Please tick all that apply			
Answer Choices	Responses		
Community Southwark	68%	36	
Council website	42%	22	
Sector Networks	25%	13	
NCVO	8%	4	
Other (please specify)	23%	12	
Answered		53	
Q9 Who helps you to apply for funding? (Please state the individual or organisation)			

Answered		50	
Q10 Please describe any advice and support that was available to you before applying for the funding from Southwark?			
Answer Choices		Responses	
1.		100%	46
2.		43%	20
3.		20%	9
4.		13%	6
Answered		46	
Q11. Were you given any feedback on your application?			
Answer Choices		Responses	
Yes		42%	22
No		58%	30
Answered		52	
Q12 Please describe any problems you encountered in applying for funding from Southwark?			
Answered		49	
Q13 How do you think Southwark can improve their funding application process to make it more accessible for Black Asian and Minority Ethnic applicants?			
Answer Choices		Responses	
1.		100%	50
2.		76%	38
3.		60%	30
4.		38%	19
5.		22%	11
Answered		50	
Q14 What assistance do you need to be more successful in accessing funding from Southwark?			
Answer Choices		Responses	
1.		100%	46
2.		57%	26
3.		41%	19
4.		33%	15
5.		20%	9
Answered		46	

Q15 Please rate the Southwark application process			
Answer Choices	Responses		
Excellent (very clear, with all information I needed to apply set out clearly, sufficient time to prepare & submit application)	17%	9	
Good (some information on the process that helped me in completing the form)	30%	16	
Average (just about ok because I have applied before so familiar with form/process)	32%	17	
Poor (I had to spend a lot of time trying to find out eligibility and what I could apply for)	15%	8	
Extremely Poor (I did not apply as I found the process placed barriers in my way) or was discouraging.	0%	0	
Other (please specify)	6%	3	
Answered		53	
Q16. Have you used the Southwark Council's online portal?			
Answer Choices	Responses		
Yes	68%	36	
No	32%	17	
Answered		53	
Q17 Please list your other sources of funding?			
Answer Choices	Responses		
1.	98%	47	
2.	65%	31	
3.	52%	25	
4.	33%	16	
5.	21%	10	
Answered		48	
Q18 Please describe any problems you encountered in applying for funding from other funders?			
Answered		44	

Q19 Please rate the application process used by other funders you have dealt with?			
Answer Choices	Responses		
Excellent (very clear eligibility, bidding workshop, information I needed to apply set out clearly, sufficient time to prepare and submit application)	16%	8	
Good (some information on the process that helped me in completing the form)	31%	15	
Average (just about ok because I have applied before so familiar with form/process)	27%	13	
Poor (I had to spend a lot of time trying to find out eligibility and what I could apply for)	12%	6	
Extremely Poor (I did not apply as I found the process placed barriers in my way) or was discouraging.	10%	5	
Other (please specify)	4%	2	
Answered		49	
Q20 What assistance do you need to be more successful in raising funds from other sources?			
Answer Choices	Responses		
1.	100%	43	
2.	51%	22	
3.	23%	10	
Answered		43	
Q21 Please specify up to 3 areas in which you would like support to improve your chances of making successful funding applications.			
Answer Choices	Responses		
1.	100%	43	
2.	77%	33	
3.	53%	23	
Answered		43	
Q22 Who provides you with advice and support - please specify up to three organisations?"			
Answer Choices	Responses		
1. most important	100%	45	
2.next most important	60%	27	
3. important	47%	21	
Answered		45	

Q23 Please specify up to 3 networks to which you belong?			
Answer Choices	Responses		
1. most important	98%	44	
2. next most important	80%	36	
3. important	60%	27	
Answered		45	
Q24 Would you find it useful to receive support from a fundraising bid writer?			
Answer Choices	Responses		
Yes	91%	43	
No	9%	4	
Answered		47	
Q25 Please describe the factors that would make for a good funding application process and provide examples of funders who have demonstrated this.			
Answered		45	
Skipped		8	
Q26 Thinking about your experience of applying for funding what are the factors, do you think, that prevent you from having more success in raising funds for your organisation?			
Answer Choices	Responses		
1.	100%	48	
2.	75%	36	
3.	63%	30	
4.	31%	15	
5.	13%	6	
Answered		48	
Q27 What is the legal structure of your organisation?			
Answer Choices	Responses		
Other (please specify)			
limited by shares	2%	1	
Parish Church	2%	1	
Constituted Community Group	2%	1	
Unincorporated organisation	6%	3	
Sole Trader	8%	4	
Limited Company	10%	5	
Community Interest Company	13%	7	
Charitable Incorporated Organisation	15%	8	
Company Limited by Guarantee	37%	19	
Registered Charity	37%	19	
Mutual and Cooperative	0%	0	
Exempt or Excepted Charity	0%	0	
		100.00%	52

Q28 What type of organisation are you? Please select all that apply?			
Answer Choices	Responses		
Other (please specify)	10%	5	
Umbrella	4%	2	
Sector specific support	10%	5	
Membership	17%	9	
Direct Service Provider	40%	21	
Grassroots	58%	30	
Answered		52	
Q29 In which of these sectors do you provide services? Please select all that apply			
Answer Choices	Responses		
Other (please specify)	24%	12	
Crime and Safety	14%	7	
Environment	16%	8	
Housing	18%	9	
Disability	20%	10	
Violence against Women and Girls	20%	10	
Refugees	27%	14	
Training	29%	15	
Advocacy	29%	15	
Welfare and Advice	31%	16	
Health and Social Care	33%	17	
Employment and Enterprise	33%	17	
Arts, Leisure, Culture	39%	20	
Socially Excluded	41%	21	
Education	43%	22	
Children and Young People	47%	24	
Answered		51	

Q30 Who are your main service users? Please select all that apply			
Answer Choices	Responses		
Other (please specify)	10%	5	
Faith groups	17%	9	
LGBTQ+	19%	10	
Refugees and asylum seekers	33%	17	
People with a disability	37%	19	
Older people	42%	22	
Children	46%	24	
Adults	54%	28	
Women	56%	29	
Young people	63%	33	
Black Asian and Minority Ethnic communities	79%	41	
Answered		52	
Q31 Would you be prepared to take part in a focus group?			
Answer Choices	Responses		
Yes	71%	37	
No	13%	7	
Depends (please specify)	15%	8	
Answered		52	
Q32 Please provide us with your preferred contact details.			
Answer Choices	Responses		
Name:	100%	51	
Name of Organisation:	98%	50	
Address:	0%	0	
Address 2:	0%	0	
City/Town:	0%	0	
State/Province:	0%	0	
ZIP/Postal Code:	94%	48	
Country:	0%	0	
Email Address:	98%	50	
Phone Number:	94%	48	
Answered		51	

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ROCKET SCIENCE

Community Investment Review

Research for the London Borough of
Southwark



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1. Executive Summary

The Community Investment Review - key themes

This report is the output of the second stage of a review to identify how the Council can better prioritise its investment in VCS services to deliver outcomes for Southwark communities. It builds on the Stage One work comprising the Southwark Stands Together review of the Council's funding of Black, Asian and minority ethnic groups. Stage Two is based around six key lines of enquiry ("KLOEs") on effectiveness, reducing inequality, partnership working, social and economic value, community infrastructure, and embedding services in neighbourhoods. The review focuses on a specified list of programmes that make community investments across Southwark (see p.11), rather than funding for VCS organisations to deliver local statutory services.

The Council's community investment under review comprises annual grants and contracts to the value of over £11m pa to local voluntary and community sector (VCS) organisations. The Council has been a consistent investor and supporter of the sector. Under the community investment programme alone, over £56m has been made available to the sector in the five years since 2016. Southwark continues to be one of the most beneficent of the London boroughs in its grant-funding of the sector and it is apparent that these sustained levels of investment, supported by the Council's Community Team, paid dividends in the wake of the Covid 19 pandemic.

Covid-19 has, however, shone an unflinching light on local communities, revealing levels of poverty and community distress which have compelled the Council to consider a step change in its approach to grants and funding; one that recognises the scale of need across Southwark's communities, the evidence that the virus has had a disproportionately heavier impact on already disadvantaged and minoritized groups and that, in both adversity and normality, the VCS plays a vital role in sustaining a civil society.

In commissioning this review, the Council asked that we "evaluate how things are currently done" and "identify opportunities for improvement in order to achieve better outcomes for Southwark's communities." We also argue that the findings need to be considered in the wider context of the Council's relationship with the voluntary and community sector. To this end, the report sets the review against the backdrop of current debates and thinking on the role of civil society in the "age of Coronavirus" and how the voluntary and community sector should be regarded as integral to local efforts to "build back better." Several local authorities are now using the challenge of



recovering from the pandemic to rethink their roles. We highlight some cases in the review of Councils' taking a Community Wealth Building approach from which Southwark could learn and which, in the longer term, is an opportunity to refocus and re-energise your community investment.

The report has four main parts. [Section 2](#) provides an overview of the voluntary and community sector in Southwark and its current funding. [Section 3](#) draws on our research and consultations to describe and assess the Council's current community investment (ie the position "as is"), by following each of the six Key Lines of Enquiry as set out in the brief. [Section 4](#) considers the Council's future community investment (ie the potential "to be") in the light of complementary policy drivers, nationally and locally, which present opportunities to change the programme. A mix of both operational and more strategic recommendations, which could re-position your investment programme as an instrument of community power, are summarised below.

Section 2 – the VCS and its funding in Southwark

Southwark is one of the 50 most deprived local authorities in England, with marked deprivation levels in areas such as Aylesbury, South Bermondsey and Peckham. Conversely, however, the borough has many civic strengths and assets, with very positive ratings in the recent [Civic Strengths Index for London](#) report.

Charity Commission data allows for detailed analysis of local charities in a way that is not possible for other types of VCS organisations. The charitable sector in LB Southwark is large in both number and income of organisations, including both locally focused and regional/national charities, but the number of BAME-focused organisations is relatively low.

Over the last 5 years, LB Southwark has provided an average of £11.3m of community investment per year to VCS organisations, with the majority of this (£7.4m a year) in contracts rather than grants. Cross-referencing LB Southwark funding data with Charity Commission data suggests that only a small number of BAME-focused organisations have received funding.

There are a wide range of both national and local funders also supporting VCS organisations in LB Southwark. We estimate that annual levels of community investment are currently over £40m. This still means that the Council's community investment grants (at around 20% of the total) comprise a proportionally significant part of all local funding available, and makes LB Southwark one of the most beneficent local authorities in London .

Section 3 - As is: Community investment currently

Local VCS organisations (c.50) which took part in our survey were broadly positive about the effectiveness of LBS funding. Core funding is a key enabling requirement; there are opportunities



for more joined-up funding approaches and promoting access to contracts as well as grants programmes.

Effective and fair processes are central to enabling VCS organisations to tackle inequality issues, which have been exposed and exacerbated by the Covid-19 pandemic. We found evidence which supports the Stage One Review's findings of barriers preventing access to your community investment by Black Asian and Minority Ethnic groups. The recent monitoring of Black History Month grant applicants against protected characteristics has potential broader value, illustrating the importance of consistently collecting and monitoring data on your grant funds.

Not everything that counts is easy to count, but there is potential value also in greater consistency in the collection and analysis of funding impact data. The high levels of volunteering recorded by Common Purpose projects, for example, have a substantial economic and social value.

There is a widespread view that LB Southwark partnership working with the VCS is focused primarily on informing and consulting rather than collaboration and co-production.

There is appreciation of the level of funding going into Community Southwark and the value of the infrastructure support services they provide. However, the findings from the SST Review suggest the need for more specialist BAME infrastructure. There is some scepticism around how practical or sustainable the Southwark Community Hub approach – developed as a response to Covid-19 pandemic – would be as a permanent model.

Neighbourhood-level funding from LB Southwark should be seen as an important element of the Council's funding support, but not exclusively as non-place-based funding can be appropriate and equally effective in other instances. One size doesn't fit all; there would be value in applying the *subsidiarity* principle to the community investment in future services to determine which are most appropriately devolved, and to what level.

Section 4 – To be: Community investment in future

Across all aspects of the Council's community investment, there is an opportunity for a more flexible approach aligned with the [Civil Society Futures](#) principles of power, accountability, connectedness and trust ([PACT](#)).

In an exercise to test the aspirations of the Council as a funder, stakeholders proposed that greater flexibility should include more focus on tackling root causes, a sharper equalities-lens, a more balanced approach to risk and more proportionate monitoring and evaluation focusing on overall impact, using an updated shared outcomes framework.



Summary Conclusions and Recommendations

Both sections 3 and 4 conclude with sets of recommendations. The following priorities (drawn from section 3), “six to fix”, relate in turn to each of this review’s six Key Lines of Enquiry; these focus on practical measures to enhance the Council’s community investment so that local communities are at the heart of future policy making and the borough’s post-Covid recovery plans.

1. **Effectiveness of the funding:** The review contains numerous examples of innovative and effective community investment across a wide range of different funding programmes. However, the siloed nature of many of the funds, sitting within different teams, is a major barrier to overall effectiveness. There is no clear strategic purpose or narrative as to the key objectives of the Council’s considerable community investment. Although the Communities Commissioning Team has driven the development of an outcomes framework, in partnership with Public Health, interviews with other teams, as well as Council leaders, suggest that the take up and use of this approach has been far from comprehensive or consistent. As the borough looks to rebuild from the pandemic and redefine its role as an enabling Council, it is an opportune moment to reset your investment programme, possibly by pooling all your *place-based funding* into a single pot, the “Southwark Community Fund.” (See the example below of the Bristol Impact Fund (an amalgamation in 2017 of eight different council grants), or the [Newcastle Fund](#) which delivers management and administration efficiencies through a single-pot approach, a single application form, shared due diligence and a common outcomes and reporting framework.
2. **Reducing Inequalities:** The capabilities of the online funding portal give LB Southwark the opportunity to harness data and digital technology in support of your policy objectives. Our analysis of your recent monitoring of Black History Month grants, for example, demonstrates how the portal could be used more extensively to ensure community investment grants are inclusive and fully accessible by BAME-led groups representative of Southwark’s diverse communities. Data collection should be more focused on delivering agreed socio-economic outcomes and measures of community wellbeing, and not preoccupied, as in the past, with counting project outputs. To build a true understanding of impact, there needs to be consistency in collection of outcomes data across different Community Investment funding programmes, linked to the reframed shared outcomes framework the application of which would be enhanced if it was prioritised by the cross-Authority Commissioning Officers Group.
3. **Partnership working with the local VCS:** there is clearly a strong and trusted relationship between the sector and the local authority which is largely enabled and managed by the



work of the relatively small Communities Team. It is more questionable to what extent this level of understanding and support of the local VCS is shared more widely across other departments and teams within the Council. The nature of the VCS relationship with LB Southwark, largely focused on this one team of officers, seems to perpetuate a quite traditional, paternalistic view of the sector as the beneficiary of grants, rather than as a genuine voice of the community which is active in the co-design, development and delivery of community services and manifestations of community power, whether grant funded or commissioned. For this to happen requires the Council's relevant teams all to have VCS liaison officers at a senior level who, working together, can form part of a more strategic partnership with representatives of the local sector.

4. **Social and economic value of the funding:** the Council leadership's appreciation of the sector would be enhanced if the Authority was able to capture both the impact of its community investment, but also the true social and economic value of the local voluntary and community sector. We found no evidence of any coherent or coordinated effort to measure, analyse or report this over and beyond single programme reports to Cabinet. The Council seems to be lacking a system for capturing social value, at least in terms of the contributions to community life and wellbeing of its vibrant voluntary and community sector. There are examples where some progress is happening in this area, such as in the data monitoring and measurement of the Common Purpose programme, but this is an isolated case. There is a huge opportunity for the Council, in partnership with other funders and voluntary sector leaders, to develop a consistent Southwark-wide approach to understanding and recognising social value, drawing on one or more of the increasingly sophisticated, but customisable tools (eg Social Value Hub's National Social Value Measurement Framework) which can be regionalised/localised to focus on four aspects – supporting covid-19 recovery, tackling economic inequality, fighting climate change and driving equal opportunities.
5. **Supporting community infrastructure:** stakeholders from both the Council and the local voluntary and community sector show a strong appreciation of the work of the local Council for Voluntary Service (CVS), Community Southwark, which is reflected in the comparatively high levels of investment the Council has made in the CVS. There is a risk, however, that the Council's approach to contract-managing and monitoring Community Southwark fails to reflect the degree of trust which is needed to allow the local infrastructure provider simply to get on with its work. The value of the plethora of VCS local networks supported by Community Southwark and the Council paid dividends during Covid in enabling local collaboration and grass-roots emergency responses, including the faith network and the



equalities, human rights and advice forum. The Stage One, Southwark Stands Together report has clearly identified, however, a relative paucity of specialist support services and networks for minoritized communities. We would recommend your applying the learning from the work of [the London Community Response](#) by investing in a group of Equity Partners - prioritising sustainable and specialist infrastructure to redress structural imbalances and enable the Council's funding to reach and support previously underfunded groups, including those which might have emerged during the pandemic.

6. **Embedding services at a neighbourhood level:** there are a number of local authorities taking a post-pandemic Community Wealth Building (CWB) approach which are at different stages of maturity (eg Preston vs North Ayrshire both featured in this review). These offer pointers for Southwark as it develops its neighbourhood service model and notions of community power. Where CWB is being developed, community anchors tend to be those which meet CLES [definition](#) of large organisations whose economic viability is linked to the wellbeing of the community (eg NHS, Universities etc). Given Southwark's assets and settlements, we see opportunities for broadening the definition of community anchors to include VCSE organisations which, whilst not having the same economic impact are nevertheless 'anchored' within communities and neighbourhoods. A facilitative approach by the local authority between those larger and smaller organisations may enhance the ability of CWB to benefit local communities and neighbourhoods. This may be particularly relevant given the mandated role of the VCSE sector in Integrated Care Systems.

A Call to Action - if you only did one thing . . .

This review has highlighted considerable opportunities facing a comparatively asset-rich borough like LB Southwark should it wish significantly to reframe its engagement and empowerment of local communities. The brief for this review did not extend to the development of an action plan. It would be more appropriate at this juncture, given what has been brutally exposed by the pandemic, for the Council and community partners to commit jointly to the co-design and delivery of a plan which resets the relationship. The Borough's successful bid for funding from DLUHC for a **Partnerships for People and Place** pilot immediately offers the opportunity to test what a new-look programme of Community Investment programme needs to be like based in one part of the Borough. However, this wider call to action, starting on the basis of the following SWOT analysis (below), needs to engage representatives and voices from all Southwark's diverse communities, particularly those that are black led, and work according to the set of [PACT principles](#), namely of Power, Accountability, Connection and Trust which will help you shape a shared future together.



London Borough of Southwark Community Investment – S.W.O.T. Analysis

Strengths

- Size and range of grant funding programmes
- Commitment to funding organisations' core costs
- Transparency of the Council's investments in the local community
- Richness of information and local intelligence collected
- Value and variety of local networks which have paid dividend during the pandemic
- Connection of grants with place-based communities and neighbourhoods
- Communication – strong connections between the local VCS and the Council's sector support team

Weaknesses

- Disproportionate monitoring and reporting requirements in some programmes
- Apparent disconnection between grants and commissioning
- A lack of strategic purpose or narrative as to the key objectives of LBS community investment – ie updated shared outcomes framework and common goals lacking
- Grant funding can seem overly contractual and insufficiently relational, missing opportunities to release the sector's real value
- Uncertainty of continued/multi-annual funding undermines organisations' capacity to build capacity and invest longer-term in communities
- Risk aversity tends to result in funding safer, known organisations

Opportunities

- Greater recognition of grass-roots, community organisations and informal social action
- Collaboration with other local funders (Southwark Funders Forum; Southwark Giving)
- Capturing a permanent, affordable legacy from the Community Hub model
- Capitalising on the interest in hyper-local, place-based approaches and finding the right balance between centralised and neighbourhood delivery of services
- Strengthen internal working across the Council eg to coordinate with other sources of grant funding (eg CIL);
- Support grant-funded local VCSOs to bid for/win contracts
- Resource a more coordinated offer of organisational development and support for VCSOs
- Link community investment grant making to key strategic policies and priorities, including early intervention/prevention, community power and wealth-building
- Elections and new CEO in 2022 . . .

Threats

- Covid has necessitated a preoccupation with crisis funding (and those with multiple needs) at the expense of prevention/early intervention and support for those with single issues
- Turnover in Council teams - making and sustaining a mutually supportive relationship difficult
- Lack of understanding or appreciation of the sector within key Council teams - limits opportunities for commissioning of local VCSOs to deliver services
- Rising demand – all partners having to make reduced levels of funding go further
- Reductions in core funding (and infrastructure support) would impact hugely on local civil society organisations
- Retreating to "business as usual" ways of working, including pre-pandemic approaches to community investment
- Uneven distribution of community assets across the Borough will require a variable approach to neighbourhood-investment and community wealth building which will be politically challenging



Figure 1 – LB Southwark Community Investment – Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis



2.The VCS and its funding in Southwark

Section 2 summary – the VCS and its funding in Southwark

- This review aims to identify how LB Southwark can better prioritise its community investment through a range of identified funding programmes to the VCS. It builds on the Southwark Stands Together review of the Council's funding of Black, Asian and minority ethnic groups.
- Southwark is one of the 50 most deprived local authorities in England, with marked deprivation levels in areas such as Aylesbury, South Bermondsey and Peckham. Conversely, however, the borough has many civic strengths and assets, with very positive ratings in the recent Civic Strengths Index for London report
- Charity Commission data allows for detailed analysis of local charities in a way that is not possible for other types of VCS organisations. The charitable sector in LB Southwark is large in both number and income of organisations including both locally-focused and regional/national charities, but the number of BAME-focused organisations is relatively low
- LB Southwark has provided an average of £11.3m of community investment per year to VCS organisations, with the majority of this (£7.4m a year) in contracts rather than grants. Cross-referencing LB Southwark funding data with Charity Commission data suggests that only a small number of BAME-focused organisations have received funding
- There are a wide range of both national and local funders supporting VCS organisations in LB Southwark and the Council's community investment funding is a proportionally significant part of the local funding available.

2.1 Aims of the review and the key lines of enquiry

This report is Stage Two of the London Borough of Southwark's review of its grant-making and commissioning which aims to identify how the Council can better prioritise its investment in voluntary and community sector (VCS) services in order to deliver positive outcomes for Southwark's communities.



Stage One, undertaken by Equinox Consulting, comprised the Southwark Stands Together (SST) review of the Council's funding of Black, Asian and minority ethnic groups. This identifies the structural barriers that they face in making successful applications, and how to address them.

This Stage Two report follows on from the partnership between the Council and the local VCS which reviewed community needs arising from the impact of the Covid-19 pandemic. This produced a series of recommendations contained in the Community Hub Review of September 2020.¹

The work of the Community Support Alliance “enabled a leap forward in collaborative cross-sector working, achieving more in 6 months than in the previous 6 years.” Local partners recognise, however, that the extraordinary levels of resourcing and spending which the Hub has required during the pandemic are unsustainable in the long-term. Nevertheless, the challenges which surfaced during Southwark's crisis response highlighted the need to change the Council's approach to community investment to one that acknowledges the scale of need across Southwark's communities, and the role and potential of the voluntary and community sector in addressing these.

Key lines of enquiry

The Community Investment Grants Review has six key lines of enquiry (“KLOEs”):

1. **How effective are LB Southwark grants and commissioning in delivering outcomes for residents and a [“fairer future for all”](#)**
2. **Whether the Council's funding programmes contribute to long-term reductions in inequality**
3. **How well LB Southwark involves VCS providers and works in partnership**
4. **How well LB Southwark measures the social and economic value of its investment**
5. **How LB Southwark's investment supports community infrastructure**
6. **The effectiveness of funding programmes in embedding services in neighbourhoods**

In following each of these KLOEs, we have identified and drawn on a range of relevant examples of local authorities' working with the VCS sector, including good practice in grant-making and commissioning, which could be applied in Southwark.

¹ Southwark Covid-19 Community Hub: Report of the Review Working Group



Scope of funding under review

The Community Investment Review has focused on a specified list of VCS funding programmes and contracts. Those in scope do not form the entirety of LB Southwark's funding of the sector, which is detailed in *Section 2.4 LB Southwark funding of VCS* below. In particular, there are a number of large contracts with VCS organisations, mainly for statutory service delivery (such as children's social care), which are outside the scope of the analysis in this report. The in-scope programmes are listed below (Figure 2); a brief summary of each and the funding available is provided in Figure 3: In-scope funding programmes – summary information

Figure 2: In-scope funding programmes – listed by grants / contracts, 2021

In-scope grants programmes	In-scope services in contract
Common Purpose	CVS and Emergency Support Services
Neighbourhoods Fund	Community Legal Advice Services Programme
Community Safety	Community Safety contracts
Culture	Older People's Hub and Disability Grants
Youth and Play	Southwark Works
Positive Futures	
Resident Participation Fund	
Getting Involved Grants	

The brief required the review to “evaluate how things are currently done” and “identify opportunities for improvement in order to achieve better outcomes for Southwark communities.” This has invariably focused on the work of the Council's Commissioning and Voluntary Sector Support Team in order to review the efficiency (ie processes), equity (fairness) and effectiveness (impact) of the relevant grants/contracts. Where appropriate, however, we have widened the review's horizon to consider the full potential of the Council's community investment (its grants, commissioning of the sector and additional assets/support) as part of the ongoing re-thinking of the Council's role post-pandemic, as local partners look to collaborate more to implement a sustainable recovery.



Figure 3: In-scope funding programmes – summary information

Services in contract/Grant programme	Contract / Grant	Summary description	Budget (pa)	Timescale/ period/ end date	Lead / Sponsor Department	Main VCS providers
CVS contract & Emergency Support Scheme	Contract	Contract for VCS umbrella organisation - capacity building, voice and leadership of civil society sector, support for volunteering. CVS contract = £383,730; ESS = £50,000	£434,000	Ending March 2024, with the extension of 4+1 years.	Environment and Leisure / Communities	Community Southwark
Community Legal Advice Services Programme	Contract	Generalist contract - Supporting residents through welfare reform, also resolving cross cutting problems such as housing / debt / benefits / employment.	£600,000	Ending March 2025.	Environment and Leisure / Communities	Citizens Advice Southwark
Older people and carers' hub	Contract	Contract is with Age UK Lewisham & Southwark which leads a consortium of local partners to deliver the Ageing Well Southwark project providing co-ordinated information, advice and support to older people and carers	£900,000	Commenced May 2020, ends April 2023 with two options to extend.	Children's and Adults' Services	Age UK Lewisham & Southwark, Blackfriars Settlement, LinkAge Southwark, Southwark Carers, Southwark Pensioners Centre, Time & Talents
Southwark Works	Contract	The Council's longstanding employment support programme and is formed of a network of providers who offer a range of tailored employment support based on underlying needs, such as mental health, homelessness or disability..	£575,000 (to VCS providers)	July 2021 - June 2023.	Chief Executive's department, Local Economy team	VCS providers: Camden Society, Renaisi, St Giles Trust, Step Ahead, Thames Reach
Common Purpose	Grant	15 four year grants & 16 two year grants. The overall aims of the Common Purpose programme are to bring Southwark's diverse communities together, tackle social exclusion and support communities particularly	£801,000	Current grants run to end of March 2023.	Environment and Leisure	31 awards to 30 VCS organisations. Largest grant recipients: Southwark Pensioners Centre, Somali Integration



		affected by the Covid-19 pandemic and to promote a greener borough.				& Development Association, Pecan, Manna Society
Neighbourhoods Fund	Grant	The Neighbourhoods Fund's purpose is to spend on community projects that make a difference to the lives and neighbourhoods of local people in Southwark. The projects must be ward based within the Empowering Communities area (20k-30k to be spent on each ward).	£630,000	Annual – opens in autumn.	Environment and Leisure	205 awards to 159 different VCS providers in 2020-21
Culture	Grant	Year-long project grants that support arts and cultural organisations in delivering and creating opportunities, activities and benefits for local residents.	£152,000	Annual - Ending in March 2022. New grants commissioning process being rolled out for April 2022 awards	Environment and Leisure	2020/21 recipients: London Bubble Theatre, Blue Elephant Theatre, Theatre Peckham, South London Gallery, Southwark Park Galleries London.
Positive Futures / Youth and Play	Grant	Current funding is a merger of the Positive Futures programme and also £500k for 19 youth services organisations which receive grants between £4k and £45k - Organisations funded to deliver activities across Southwark for children and young people aged 5-25, to meet outcomes of activities for children and young people strategies.	£750,000	Final year of delivery. New grants commissioning process is being rolled out for Positive Futures for Young People Fund grants beginning April 2022	Environment and Leisure / Youth and Play	Youth and Play awards to 19 VCS providers in 2020/21
Resident Participation Fund	Grant	Aims to set out a wide range of actions to strengthen the way the Council works with the people who live in Council homes.	£178,000	Annual - financial year		
Getting Involved Grants (HRA)	Grant	Accepts applications from TRAs and TOMs for up to £5,000 to run local projects and activities aimed at improving the wellbeing of people living in council homes.	£272,000	Annual – financial year		



2.2 Community needs and strengths in LB Southwark

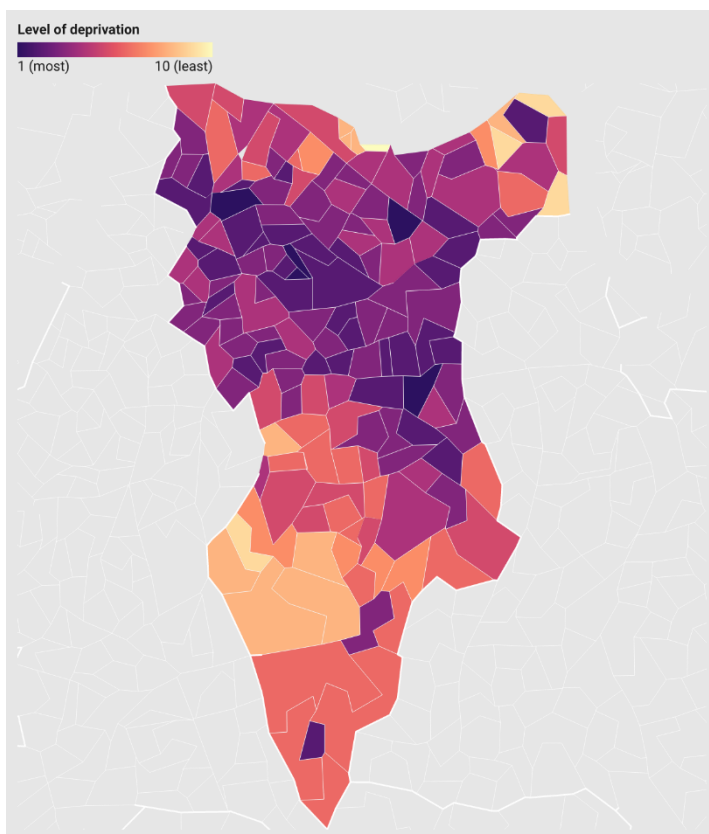
LB Southwark is one of the 50 most deprived local authorities in England and one of the 10 most deprived in London

LB Southwark is ranked as the 43rd most deprived out of 326 local authorities in England on the Indices of deprivation 2019 (IMD 2019). Notably, Southwark is one of the ten most deprived out of the 33 London boroughs (Barking and Dagenham ranking = 5th most deprived out of 326; Hackney – 7th; Newham – 12th; Tower Hamlets – 27th; Islington – 28th; Lewisham – 35th; Haringey – 37th; Lambeth – 42nd).

Deprivation is concentrated in the north / centre of the borough, in areas such as Aylesbury, South Bermondsey and Peckham

Figure 4 below shows the distribution of lower super output areas (LSOAs) by Index of Multiple Deprivation (IMD) decile across the borough. There are areas of relative affluence in the north of the borough bordering the Thames and in the south around Dulwich. However, there are also some markedly deprived areas in the north and central areas of the borough, including Aylesbury, South Bermondsey and Peckham.

Figure 4: Index of Multiple Deprivation decile by LSOA in Southwark, 2019





Source: Index of Multiple Deprivation 2019

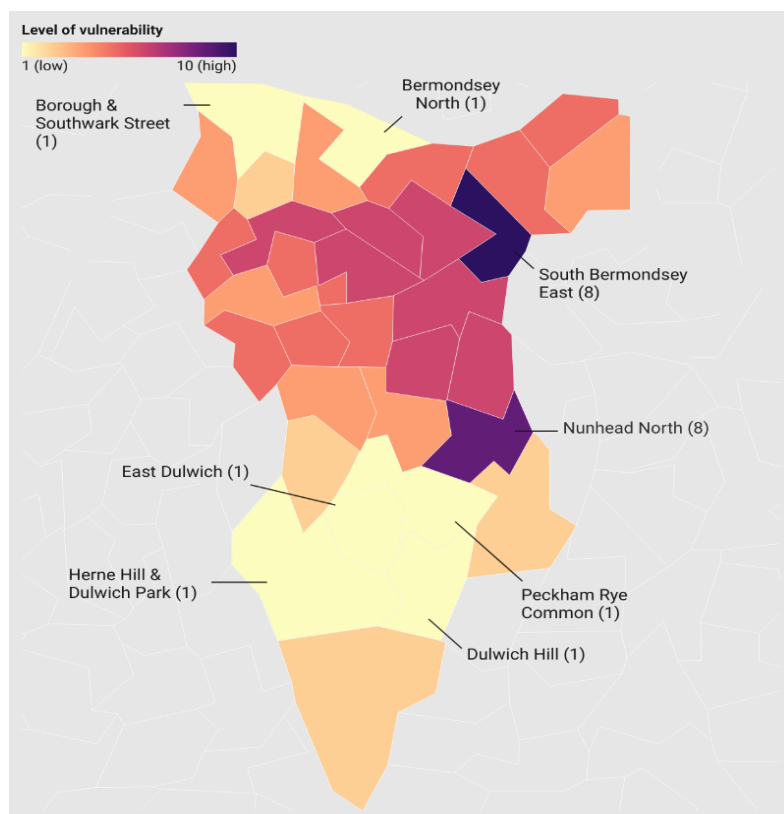
The Covid-19 vulnerability index shows a similar distribution of need to IMD, with highest levels of vulnerability clustered in the north/centre of the borough

The British Red Cross have developed a Covid-19 vulnerability index², based on a mixture of health, economic and social vulnerability measures:

- Clinical vulnerability
- Other health/wellbeing needs
- Economic/financial vulnerability
- Social vulnerability (including physical/geographical isolation).

The distribution of vulnerability follows a similar pattern to the distribution of deprivation, with again the most vulnerable communities being in the north / centre of the borough, including South Bermondsey and Nunhead North.

Figure 5: Covid-19 vulnerability decile by MSOA in Southwark, 2021



² <https://britishredcrosssociety.github.io/covid-19-vulnerability/>

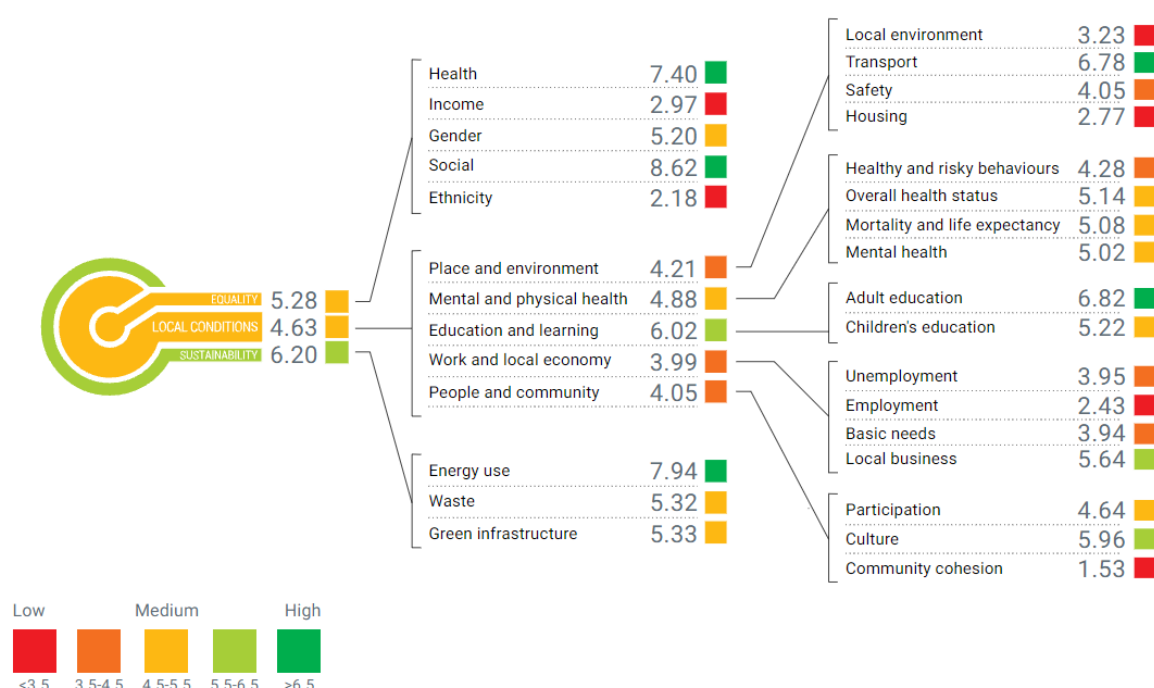


Source: British Red Cross Covid-19 vulnerability index, accessed October 2021

Thriving Places Index data suggests that LB Southwark is broadly comparable to other nearby London boroughs, with a good score around sustainability

It is important to consider the local context in terms of assets as well as deficits, and on these measures, LB Southwark often performs well. First, the Centre for Thriving Places produces a Thriving Places Index, which ranks Southwark as medium for Equality and Local conditions and above average for Sustainability, as shown in Figure 6 below. These ratings are broadly comparable with other neighbouring and nearby London boroughs, as shown in Figure 7.

Figure 6: Thriving Places Index overview for Southwark, 2021



Source: Centre for Thriving Places [Thriving Places Index](#)

Figure 7: Thriving Places Index, 2021- main indicator ratings for LB Southwark and nearby London boroughs

	Equality	Local conditions	Sustainability
Wandsworth	5.25	5.63	5.71
Greenwich	5.96	4.71	5.89
Southwark	5.28	4.63	6.20
Lambeth	5.74	4.29	5.95
Lewisham	5.24	4.85	5.75

Source: Centre for Thriving Places [Thriving Places Index](#)



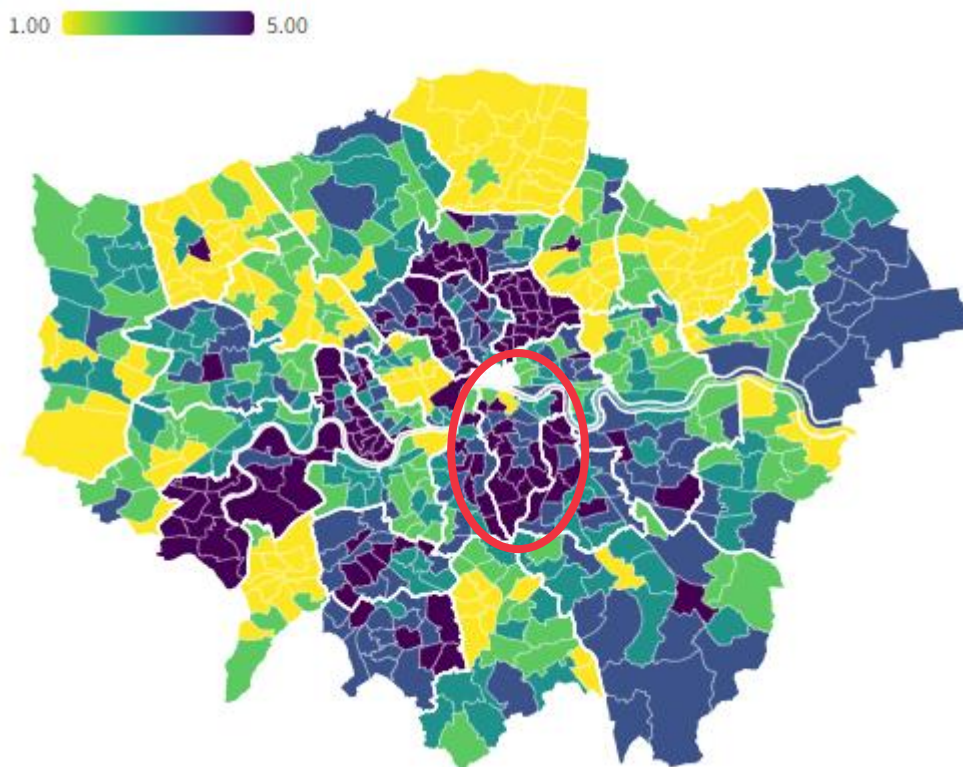
The recently produced London Civic Strength Index ranks most wards in LB Southwark highly for civic strength – particularly those in the south of the borough

In October 2021, the Young Foundation produced [A Civic Strength Index for London](#) report, funded by the GLA, which maps civic strength at a ward level by three primary domains:

- Relationships and Social Capital
- Democratic Engagement
- Public and Social Infrastructure

Figure 8 below shows the ward ratings by combined scores across all the domains of civic strength; it can be seen that LB Southwark generally scores well in comparison to most other London boroughs, particularly in wards towards the south of the borough. Only two wards in the borough – London Bridge and West Bermondsey (1st quintile) and Borough and Bankside (2nd quintile) – are ranked in the bottom two quintiles (where 1 = lowest/bottom and 5 = highest/top).

Figure 8: London Civic Strengths Index, 2021- map of wards by combined scores across all domains of civic strength (with 1 being the bottom and 5 being the top quintile)



Source: [London Civic Strength Index](#), The Young Foundation, October 2021



2.3 The VCS in Southwark

As part of the Community Investment Review, we conducted an analysis of Charity Commission data on charities based in LB Southwark. The overall size of the VCS in Southwark is far bigger than just charities, as the sector also includes unregistered community organisations, social enterprises, community benefit societies, sports clubs and others. Registered charities, however, are likely to make up a notable proportion of the voluntary sector and using data from the Charity Commission England and Wales allows for more detailed analysis than other data sources.

The available data set from the Charity Commission provides information on all registered charities including the following fields which we have used in this analysis:

- **Registered address of their main office** – used to show geographic distribution in this section
- **Income band** (Micro, Small, Medium, Large, Major, Super-Major)
- **Area of benefit** (Charities can define their area of benefit by named local authority / authorities, by region or as national / international charities)
- **Main activities** – charities self-select one or more categories
- **Main beneficiaries** – charities self-select one or more categories.

Throughout we have categorised charities based on their area of benefit:

- **Locally focused** – if a charity specifically named LB Southwark within their area of benefit, they have been classified as a locally focused charity.
- **Non-locally focused** – London-wide, national or international charities that specified their area of benefit by region or country have been classified as non-locally focused charities. In this way, we have been able to differentiate between the very large organisations – such as the Salvation Army and The Royal British Legion – which have their national headquarters in Southwark, and charities that are more focused on supporting local communities.

We have also been able to use [LB Southwark open funding data](#) to cross-reference charity numbers for charities that are both based in LB Southwark and have received funding from the Council.

LB Southwark has a proportionally large number of charities with substantially higher levels of income than either the London or the England-wide average

Before looking in detail at charities based in Southwark, it is useful to compare the size of the charity sector in Southwark with London-wide and national figures for the number of charities and



their income. Figure 9 below shows that LB Southwark has a proportionally high number of charities per head of population (4.17 per 1,000 people compared to a national average of 2.83 per 1,000 people) and, in particular, the level of income for charities in LB Southwark is markedly higher than the national average (£6.9k per person compared to a national average of £1.4k per person).

It is important to note that this information is based on the registered address of charities on the Charity Commission database, rather than the location of beneficiaries. This means that when looking at charity figures across London as a whole there is a substantial head-office effect: many national charities will have their head office in London and this will weight the proportional number of charities and their income towards London rather than other regions in England. This head-office effect also has a substantial impact for LB Southwark, with the two largest charities (the Salvation Army and the Royal British Legion) having a combined income of £416m in the latest financial year.

Even with this head-office effect caveat, however, the high proportional figures for number and income of charities in LB Southwark are an indicator of local civic strength.

Figure 9: Number and annual income of charities in LB Southwark, compared to London and England-wide figures

	Number of charities [A]	Income (£m) [B]	Population (1000s) [C]	Charities per 1,000 persons [A/C]	Income per person [B*1000/C]
LB Southwark	1,335	2,221	320	4.17	£6,942
London	31,898	36,613	9,002	3.54	£4,067
England	160,188	80,363	56,550	2.83	£1,421

Source: Charity Commission England & Wales May 2021 download, ONS mid-year 2020 population estimates

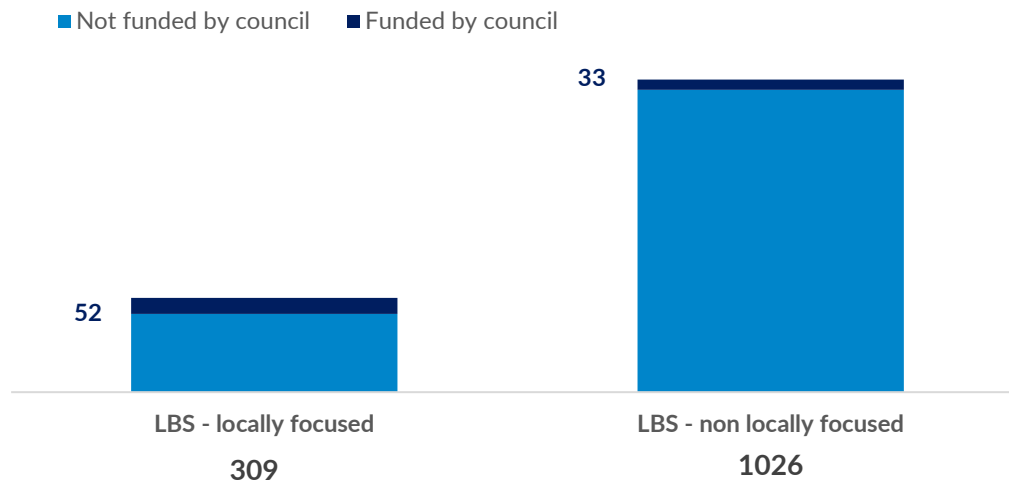
The majority of charities based in Southwark do not have a specific focus on investing in Southwark; the Council funds a greater proportion of the locally focused charities than the non-locally focused charities.

Analysis of the area of benefit field in Charity Commission data suggests that the majority of charities in LB Southwark tend to have a wider regional, national or international area of benefit, with only 309 out of 1335 charities (23%) based in the borough explicitly including LB Southwark in their area of benefit.

LB Southwark has funded 52 out of 309 (17%) of the locally-focused charities, but only 33 out of the 1026 (3.2%) of the non-locally focused charities.



Figure 10: Number of charities by head office location and geographic focus

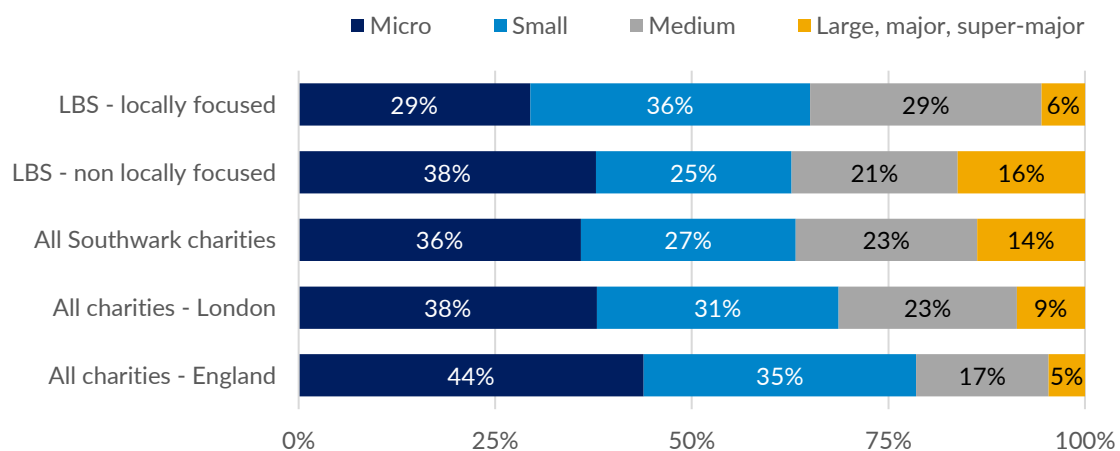


Source: Charity Commission England & Wales May 2021 download, LBS funding data

Charities focused on local delivery tend to be smaller

- Locally focused charities tend to be smaller to medium sized charities. Only 6% of locally focused charities registered in Southwark have an income above £1m.
- In comparison, 16% of non-locally focused charities based in Southwark have an income of more than £1m. This includes large national and international charities, as well as specific types of charities such as colleges and universities.
- Overall, there is a greater proportion of larger charities (income >£1m) based in Southwark compared to either London-wide or England-wide figures

Figure 11: Proportion of charities by income band* and by geographic type (%)



*Income bands: Micro: <£10k; Small: £10-100k; Medium £100k-£1m; Large, major, super-major: £1m+

Source: Charity Commission England & Wales, May 2021 download



Education and training are the most common activities of charities

Charities in their submissions to the Charity Commission can select one or more activities that they focus on delivering. Across all the categories of 'Funded by the council', 'Locally focused' and 'Non-locally focused', the most commonly mentioned activity was 'Education and Training'. Amongst charities funded by the Council, there is a larger proportion of Economic / Community Development charities (46%) than there is in either the set of all locally focused charities (19%) or all non-locally focused charities (also 19%) in the borough..

Figure 12: Proportion of charities by area of work and grouping (%)

Area of work	Funded by council	LBS - Locally focused	LBS - non locally focused
Education/training	70	56	58
Economic/community development	46	19	19
Prevention or relief of poverty	39	24	33
Arts/culture/heritage/science	36	25	20
Disability	28	14	15
Amateur Sport	24	15	6
Advancement of health	22	14	26
Recreation	17	14	5
Religious activities	12	33	27
Environment/conservation/heritage	11	12	9
Human Rights/equality and diversity	10	5	8
Accommodation/housing	8	6	8
Overseas aid/famine relief	5	5	12
Animals	0	1	1

Source: Charity Commission England & Wales May 2021 download, LBS funding data

There is a particular concentration of charities based in the three wards of Borough & Bankside, London Bridge & West Bermondsey, and Chaucer

Charity Commission data lists the registered main office of each charity and it is possible to map the distribution of these registered locations by ward. The location of **beneficiaries** will often be much wider than one ward, so mapping the distribution of registered offices does not give an accurate reflection of the distribution of beneficiaries and service provision. Even with this caveat, it is notable that over 500 of the 1334 charities registered in Southwark are located in just three wards (504 charities [37.8%] are based in Borough & Bankside, London Bridge & West Bermondsey, and

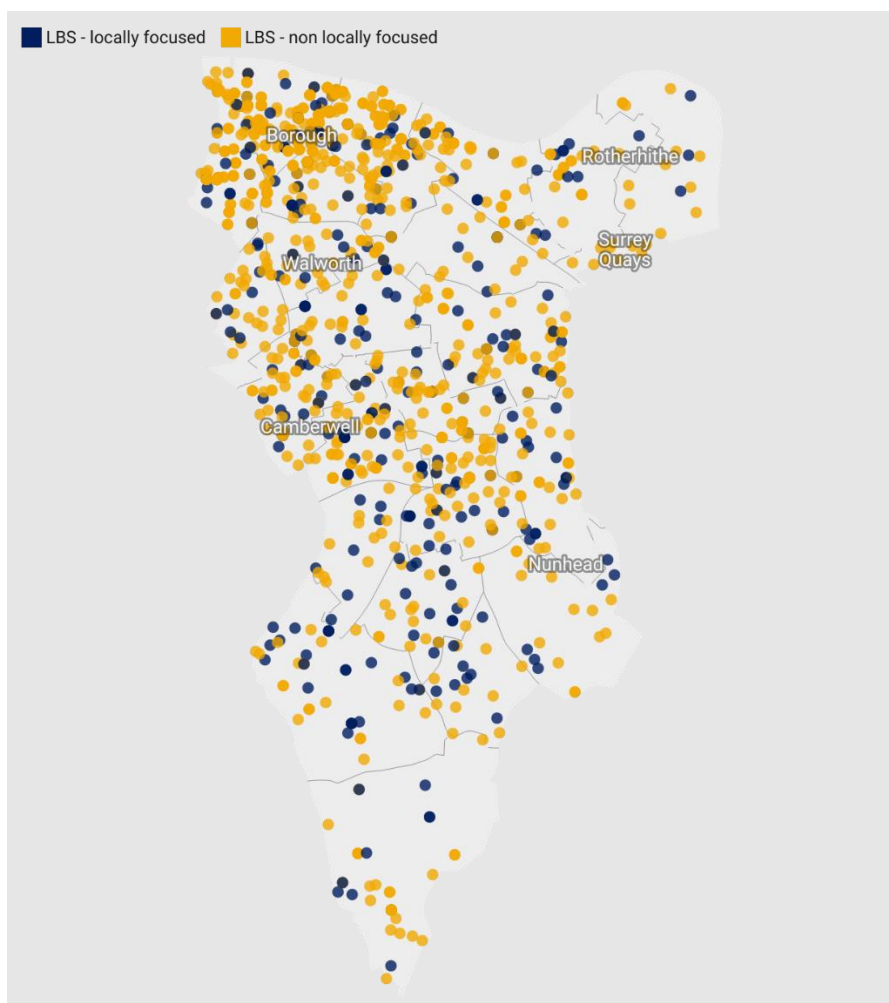


Chaucer) of the 21 wards that make up the London Borough of Southwark. This concentration is particularly marked for regional and national charities, with 437 (42.6%) of 1,026 non-locally focused charities being based in these three wards.

In contrast, the three wards with the fewest charities (Surrey Docks, Champion Hill and Dulwich Hill) have a total of 51 charities (3.8%) with a registered main address within the ward.

Figure 13 maps this distribution by both locally-focused and non-locally focused charities; the detail of the numbers and proportions of charities by ward is then given in Figure 14.

Figure 13: Map of charities registered in Southwark by location of registered main office



Source: Charity Commission England & Wales May 2021 download



Figure 14: Number and proportion of charities based in Southwark by Ward

Ward	Locally-focused		Non-locally focused		All LBS-based charities	
	n	%	n	%	n	%
Borough & Bankside	25	8.1%	164	16.0%	189	14.2%
London Bridge & West Bermonds	28	9.1%	158	15.4%	186	13.9%
Chaucer	14	4.5%	115	11.2%	129	9.7%
St George's	17	5.5%	68	6.6%	85	6.4%
St Giles	23	7.4%	51	5.0%	74	5.5%
Old Kent Road	16	5.2%	57	5.6%	73	5.5%
Rye Lane	21	6.8%	42	4.1%	63	4.7%
Camberwell Green	17	5.5%	45	4.4%	62	4.6%
Peckham	14	4.5%	39	3.8%	53	4.0%
North Bermondsey	9	2.9%	39	3.8%	48	3.6%
Dulwich Village	24	7.8%	23	2.2%	47	3.5%
Rotherhithe	7	2.3%	33	3.2%	40	3.0%
Nunhead & Queen's Road	13	4.2%	25	2.4%	38	2.8%
Dulwich Wood	10	3.2%	26	2.5%	36	2.7%
North Walworth	9	2.9%	23	2.2%	32	2.4%
Newington	6	1.9%	26	2.5%	32	2.4%
Faraday	14	4.5%	16	1.6%	30	2.2%
Goose Green	14	4.5%	14	1.4%	28	2.1%
Peckham Rye	6	1.9%	14	1.4%	20	1.5%
South Bermondsey	6	1.9%	13	1.3%	19	1.4%
Dulwich Hill	8	2.6%	11	1.1%	19	1.4%
Champion Hill	5	1.6%	13	1.3%	18	1.3%
Surrey Docks	3	1.0%	11	1.1%	14	1.0%
Total	309		1,026		1,335	

Source: Charity Commission England & Wales May 2021 download

Only 13.4% charities LB Southwark explicitly state that people from BAME communities are one of their beneficiary groups, compared to 17.0% of charities across London

Charity Commission annual reporting data does not identify BAME-led organisations, but it does list the main beneficiary groups of charities, which includes a BAME category as one of seven categories that charities can self-select (the wording used by the Charity Commission is: *'People of a particular ethnic or racial origin'*). Figure 15 below shows that the BAME category is the least frequently selected of the seven beneficiary groups for charities registered in LB Southwark (13.4% of all charities) and this applies to both locally-focused charities (11.0%) and to non-locally focused regional/national charities (14.1%). This 13.4% proportion of LBS-based charities with a focus on



BAME communities is lower than the proportion for all charities in London (5,417 charities out of a total of 31,898 [17.0%]).

Figure 15: Number and proportion of LB Southwark-based charities by beneficiary group

Beneficiary group	LBS local charities		LBS non-local charities		All LBS-based charities		All charities - London	
	N	%	N	%	N	%	N	%
General public	177	57.3	624	60.8	801	60.0	16,945	53.1
Children/young people	184	59.5	487	47.5	671	50.3	16,449	51.6
Other charities or voluntary bodies	62	20.1	289	28.2	351	26.3	9,208	28.9
Elderly/older people	90	29.1	260	25.3	350	26.2	8,498	26.6
Disabled people	75	24.3	243	23.7	318	23.8	7,841	24.6
Other defined groups	48	15.5	251	24.5	299	22.4	5,467	17.1
Black, Asian and Minority Ethnic	34	11.0	145	14.1	179	13.4	5,417	17.0
Total*	309		1,026		1,335		31,898	

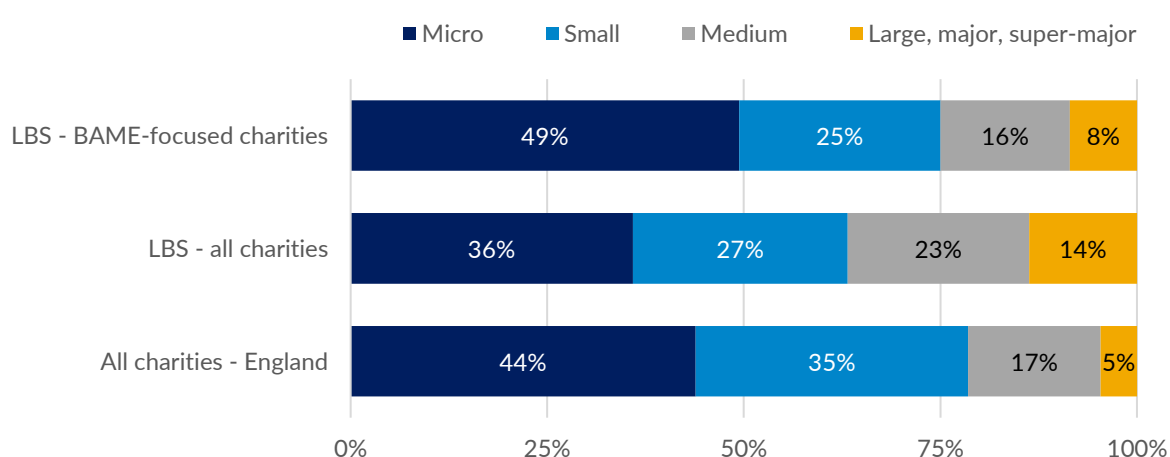
*Groups can select more than one category

Source: Charity Commission England & Wales May 2021 download

Charities with a focus on BAME beneficiaries tend to be smaller, with almost half having an annual income of less than £10,000

Looking in more detail at these 179 LB Southwark charities with a focus on BAME beneficiaries, Figure 16 below shows that BAME-focused charities are typically smaller, with almost half (87 out of 179 [48.6%]) being classified as Micro charities with an annual income of under £10,000. A large majority of Micro charities have no paid staff and rely on volunteers to provide services.

Figure 16: Proportion of charities by type (LBS – BAME-focused, LBS – all charities, National – all charities) and by income band*



*Income bands: Micro: <£10k; Small: £10-100k; Medium £100k-£1m; Large, major, super-major: £1m+

Source: Charity Commission England & Wales, May 2021 download



2.4 LB Southwark funding of VCS

LB Southwark provides a substantial range of open funding data on its [Open Data webpage](#). This provides annualised funding data in two formats:

- **Details of all grants and contracts awarded in a financial year to VCS organisations** – because this data includes contracts as well as grants, this format provides information on a wider variety of funding
- **Details of all grant awards to the 360 Giving standard in a financial year** – the 360 Giving-standard format gives more detail on individual awards than is provided in the grants and contracts format

For the five financial years 2016-17 through to 2020-21, we combined the five annual data sets of grants / contracts information and the five data sets of 360 Giving data into a single spreadsheet of all grants and contracts, set out using the range of fields in the 360 Giving data standard and adjusted for any anomalies / differences between the different spreadsheets available on the LB Southwark [Open Data webpage](#). The analysis in this section is based on this combined funding spreadsheet.

All funding: LB Southwark has awarded £112.4m to VCS organisations over five years, with £90.7m being awarded in contracts and £21.7m in grant awards

This review looks at a specified set of VCS funding programmes and contracts which comprise the Council's "community investment". We have reviewed the funding data with LB Southwark officers to confirm which funding programmes are in scope and which are outside the remit of this review.

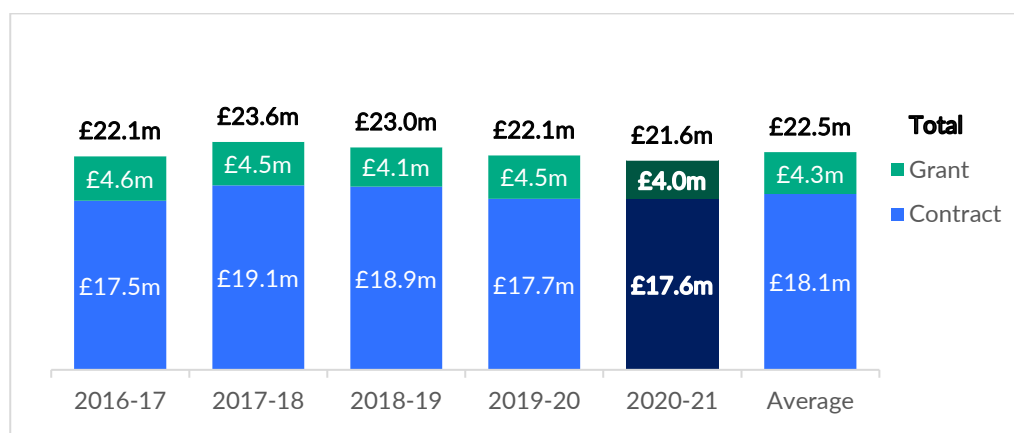
This process excludes a large proportion of the contract funding of VCS organisations and a much smaller proportion of grant awards. In particular, one organisation, the Anchor Trust, has received £31.7m over five years for Older People Residential Care contracts, which is not within the scope of this review.

Most of the analysis in this section focuses solely on funding in-scope. However, it is important to note the overall scale of VCS funding, including other broader out-of-scope LB Southwark funding. When analysing all the funding that LB Southwark has awarded to VCS organisations, Figure 17 shows that there has been a fairly consistent level of funding for the last five years, with a total of £112.4m awarded (average per year £22.5m). The majority of this funding (81%) has been awarded as contracts (five year total - £90.7m; average per year - £18.1m) with the remainder (19%) being awarded in grants (five year total - £21.7m; average per year - £4.3m).



All funding (in-scope and out-of-scope of community investment review): Annual LB Southwark funding to the VCS has remained fairly stable over the last five years

Figure 17: Total VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts



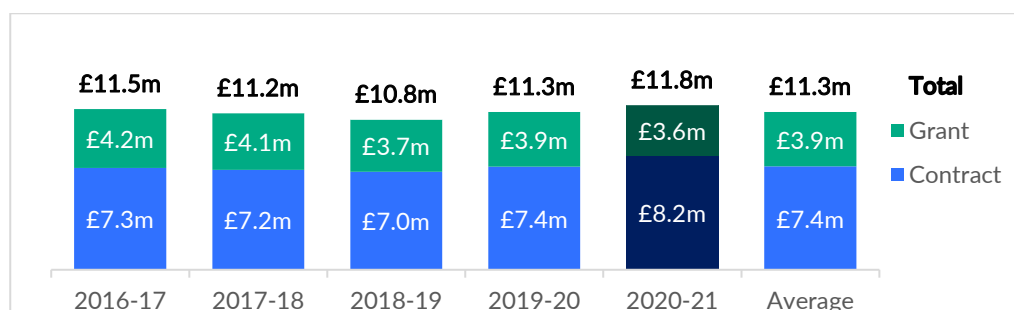
Source: LBS funding data

In-scope funding: LB Southwark has awarded £56.7m to VCS organisations over five years, with £37.1m being awarded in contracts and £19.6m in grant awards

Focusing solely on the community investment funding which is in scope, Figure 18 below shows that £56.7m has been awarded to VCS organisations over five years (average £11.3m per year). Although the majority of this funding is still via contracts (£37.1m over five years; average of £7.4m per year), contracts form a smaller proportion (65%) of the in-scope of funding than of the overall funding. In-scope grant funding totals £19.6m (average of £3.9m per year), which represents 35% of funding.

In-scope funding: Over the period 2016-17 to 2020-21, LB Southwark community investment funding to the VCS was highest in the most recent 2020-21 financial year

Figure 18: In-scope VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts



Source: LBS funding data



2020-21 funding: 327 organisations received community investment funding from LB Southwark – two thirds of these received less than £5,000 at an average of £2400

Figure 19: LB Southwark in-scope funding awards 2020-21: Number of recipients and totals of awards by value ranges

Range of funding received		Number of recipients	Value of funding (£)
0-£2,500		137	206,940
£2,501-£5,000		77	306,614
£5,001-£10,000		35	241,858
£10,001-£25,000		18	330,198
£25,001-£50,000		28	967,242
£50,001-£100k		15	1,083,124
>£100k		17	8,666,612
Total		327	11,802,588

Source: LBS funding data

Over five years, the total number of organisations that has received funding is 664; again the majority of these (76%) received small grants of less than £10k at an average of £3030

Figure 20: LB Southwark in-scope funding awards 2016-17 to 2020-21: No. of recipients/total awards by value ranges

Range of funding received		Number of recipients	Value of funding (£)
0-£10,000		449	1,506,541
£10,001-£25,000		72	1,177,010
£25,000-£50,000		44	1,500,837
£50,001-£100,000		21	1,473,355
£100,001-£250k		37	5,667,850
£250k-£500k		25	10,725,092
>£500k		16	34,613,688
Total		664	56,664,373

There are 16 VCS organisations which have received over £500k in five years from in-scope community investments from LB Southwark

Although the vast majority of organisations receive small-scale investments (68% of all recipients since 2016 have received a grant of under £10k, at an average of £3355), there are 16 organisations which have received over £500k across the five financial years 2016-17 to 2020-21 (in other words, an average of over £100k per year). The largest funding amounts are to the two



organisations which have received Community Safety contractual funding – Change, Grow Live (the current contract partner) and Lifeline (contract holder in 2016-2017 and 2017-18).

Figure 21: VCS organisations receiving over £500k from in-scope VCS funding from LB Southwark over the five years 2016-17 to 2020-21

Organisation name	2020-21 total	Five year total	
Change, Grow, Live	£3,421k	£10,467k	Community Safety
Lifeline		£7,718k	Community Safety
Citizens Advice Southwark	£844k	£3,387k	Community Legal Advice Services, Carers' Advice & Information Service
Community Southwark	£464k	£2,287k	CVS for borough, Emergency Support Scheme
Southwark Law Centre	£403k	£1,904k	Community Legal Advice Services, Housing Solutions
St Mungos		£1,793k	Community Safety, Southwark Works
Age UK Lewisham & Southwark	£931k	£1,373k	Older People's Hub
St Giles Trust	£240k	£1,029k	Southwark Works, Community Safety
Southwark Pensioners Centre	£110k	£875k	Common Purpose
Advising Communities		£867k	Community Advice Services
Pecan	£144k	£760k	Southwark Works, Community Food Hub, Common Purpose
Renaissi	£115k	£640k	Southwark Works
Blenheim Community Drug Project		£606k	Community Safety
Link Age Southwark	£33k	£583k	Local Community Offer, Neighbourhood Funds awards
Brook	£507k	£507k	Community Safety, Public Health (contract)
Groundwork London	£393k	£501k	Open Access for Children and Young People

Source: LBS funding data

Analysis of LB Southwark funding to charities

The funding information on the LB Southwark open funding data webpage includes the charity registration number of VCS funding recipients that have charitable status. We have used this information in combination with Charity Commission data for LB Southwark registered charities (which includes a much greater range of information than the open funding webpage) to analyse the type and distribution of the charities which are recipients of LBS funding. We have used the following classification of all funding recipients over the last five years 2016-17 to 2020-21:

- **LBS – locally focused.** LBS-based charity with LB Southwark specifically listed in their area of benefit
- **Non-LBS – locally focused.** As above but a charity which is not based in LB Southwark. Very often this includes charities that are based in a neighbouring borough and specify both Southwark and another borough as their area of benefit.
- **LBS – non locally focused.** LBS-based charity which lists its area of benefit as regional / national / international and does not specify LB Southwark.
- **Non-LBS – non locally focused.** As above, but for charities not based in LB Southwark.



- **Unknown – No charity number.** Many funding recipients on the LB Southwark open funding data webpage do not include a charity number
- **Unknown – Removed charity.** There were a small number of mainly older funding awards where the funding recipient was listed with a charity registration number, but this charity is no longer registered with the Charity Commission. We are therefore unable to cross-reference these organisations with our Charity Commission data analysis and they have not been included in the funding analysis of charities in this section of the report.

Only around a quarter of LB Southwark VCS funding recipients are charities, but they receive approximately three quarters of the funding that LB Southwark awards; about half of this funding goes to Southwark-based charities

As noted in *Section 2.3 The VCS in Southwark*, the overall size of the VCS in Southwark is bigger than just charities, as the sector also includes unregistered community organisations, social enterprises, community benefit societies, sports clubs and others. In particular, many smaller community organisations will not be registered charities and we have seen above that the majority of LBS funding recipients only receive small funding amounts. This is reflected in our analysis of charitable funding recipients, which shows that over the last five years only 159 out of 664 funding recipients (23.9%) of in-scope funding awards were charities. However, these 159 recipients account for £39.2m out of £56.7m (69%) of the funding awarded. In the most recent financial year 2020-21, registered charities accounted for 94 out of 327 funding recipients (28.7%) and over 80% of the funding awarded (£9.5m out of £11.8m [80.6%]).

In terms of funding awarded to LB Southwark-based charities, over five years, £19.9m out of £39.2m has been awarded to LB Southwark based charities (50.8%) with the remaining £19.3m (£49.2m) being awarded to charities based outside the borough. The proportions are similar in the most recent 2020-21 financial year: £4.54m out of £9.51m (47.7%) has been awarded to LB Southwark-based charities and £4.98m (52.3%) has been awarded to charities not registered in Southwark.



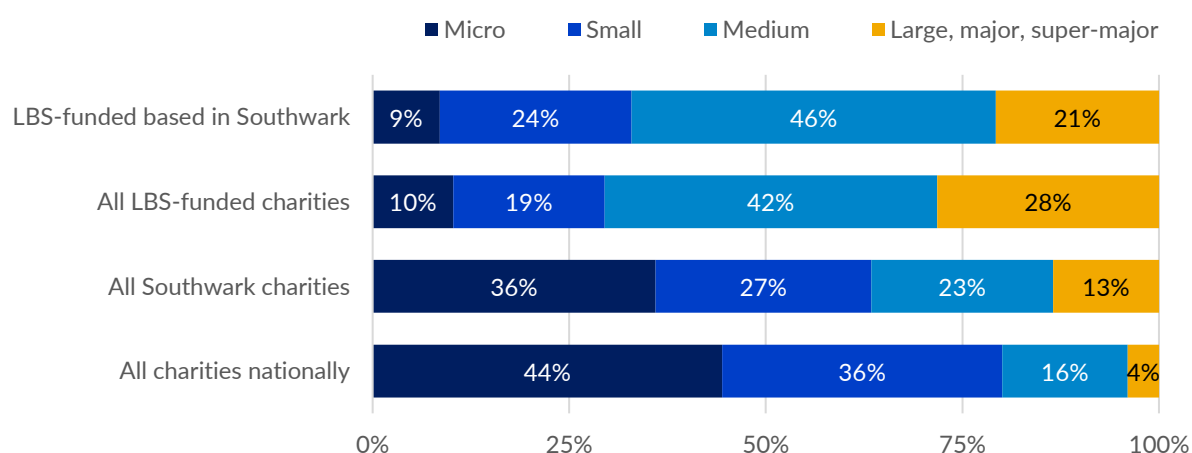
Figure 22: Analysis of VCS funding recipients of in-scope community investment funding programmes by charitable status and geographic location / area of benefit

Type of funding recipient	2020-21		Five year total	
	n	£	n	£
LBS funding recipients which are registered charities	94	9,511,045	159	39,220,840
of which:				
LBS-based - local focus	41	3,410,566	52	13,793,323
LBS-based, regional/national	24	1,127,634	30	6,136,977
Not based in LBS	29	4,972,845	77	19,290,540
All LBS funding recipients	327	11,802,588	664	56,664,373

Source: Charity Commission England & Wales May 2021 download, LBS funding data

The charities that the Council funds tend to be larger than the average for all charities in Southwark and the average for all charities nationally

Figure 23: Proportion of charities funded by LB Southwark by income band* compared to local and national averages



*Income bands: Micro: <£10k; Small: £10-100k; Medium £100k-£1m; Large, major, super-major: £1m+

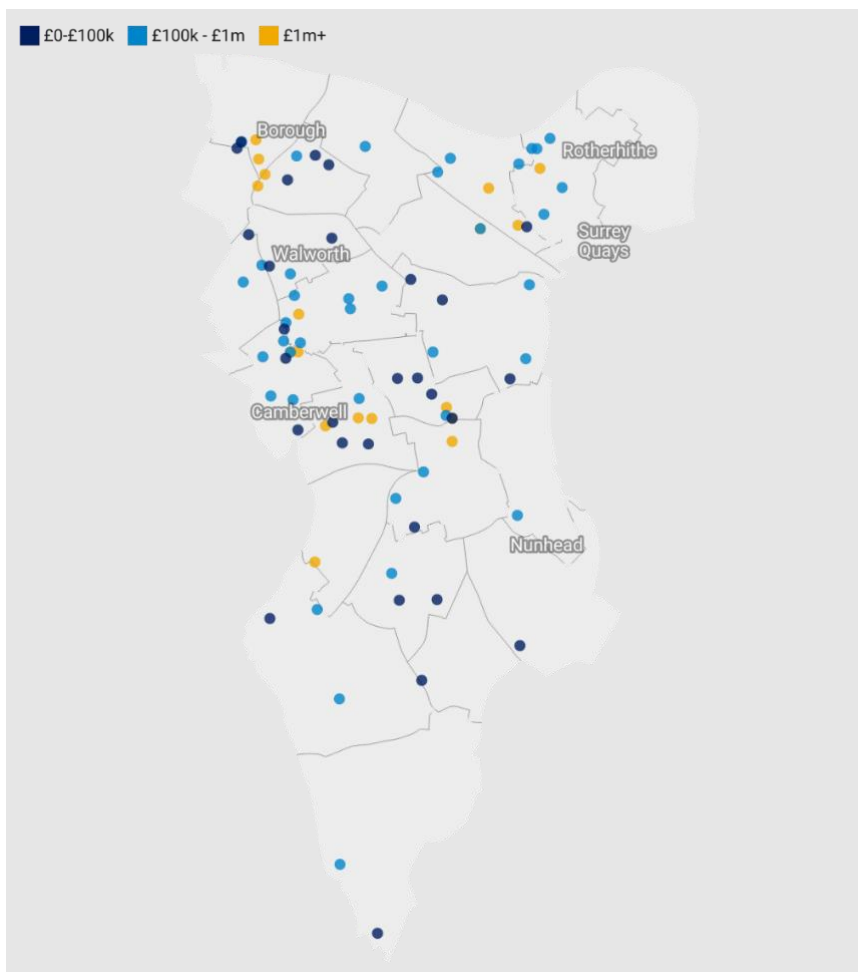
Source: Charity Commission England & Wales May 2021 download, LBS funding data

Southwark Council has funded charities across the borough with a concentration of organisations in the north and centre of the borough

Figure 24 below shows the geographic distribution of charities funded by the Council, along with the income level of these charities. There is a concentration of charities funded in the north and centre of the borough. Also, note that for the 2021-22 year, the Council is now funding a charity – Global Generation – based in the Surrey Docks ward. The overall distribution of charities shown in Figure 24 is based on head office address information registered with the Charity Commission rather than the distribution of beneficiaries.



Figure 24: Location of charities funded by the council by income



Source: Charity Commission England & Wales May 2021 download, LBS funding data

Although LBS-funded charities are more likely to have a focus on BAME beneficiaries than the average for all charities in the borough, BAME-focused charities are still under 20% of funded charities

Figure 25: Funded organisations' beneficiaries

Beneficiary group	LBS-based charities funded by the council		All LBS-based charities	
	N	%	N	%
General public	56	68.3	801	60.0
Children/young people	55	67.1	671	50.3
Elderly/older people	39	47.6	350	26.2
Disabled people	34	41.5	318	23.8
Other charities or voluntary bodies	20	24.4	351	26.3
Other defined groups	20	24.4	299	22.4
Black, Asian and Minority Ethnic	15	18.3	179	13.4
Total*	82		1335	

Source: Charity Commission England & Wales May 2021 download, LBS funding data



LBS-funded charities with a focus on BAME beneficiaries account for only 5.8% of funding to LBS charities

Figure 26: LBS funding of charities which focus on BAME beneficiaries over five years 2016-17 to 2020-21

Organisation name	In-scope funding - five year total	
	Awards (n)	Awards (£)
Bede House	24	314,614
Beormund Community Centre	5	283,871
St Faith's Community Centre	15	158,483
Independent Academic Research Studies International	6	127,510
East Dulwich Community Centre	8	114,322
Latin American Disabled People's Project	10	104,500
South London Gallery	4	13,800
David Idowu Foundation	5	9,446
Centre for the Advancement of Development and Hur	1	8,000
Southwark Mediation Centre	2	7,400
Muslim Association of Nigeria	2	6,000
Southwark Park Association 1869	1	2,000
Covo Connecting Voices	1	2,000
The Mayor of Southwark's Common Good Trust	1	2,000
Old Kent Road Mosque and Islamic Cultural Centre	1	1,000
Invisible Palace	1	1,000
Total	87	1,155,946
Total - all in-scope funding to LBS-based charities	522	19,930,300

Source: Charity Commission England & Wales May 2021 download, LBS funding data

2.5 Other funders of civil society in Southwark

One of the determinants of an area's perceived civic strength is its level of, and access, to financial resources. The recently developed [Civil Strength Index for London](#) includes financial resources as one of the data sets within its definition and measurement of "public and social infrastructure," one of three domains which make up the Index (see p.17). This is a particular indicator of civic strength on which Southwark scores highly in comparison to most other London boroughs. It is confirmed by the figures 27 and 28, below, which we have produced to illustrate how Southwark is unusually well supported by a wide range of funders of local civil society.

Perhaps as significantly, there is increasing evidence that the need for a coordinated response to the Covid-19 pandemic has accelerated local funders' collaboration. Pre-dating the pandemic, the Southwark Funders Forum, convened by London Funders, is a largely information sharing network which has helped to forge stronger relationships and mutual understanding between different

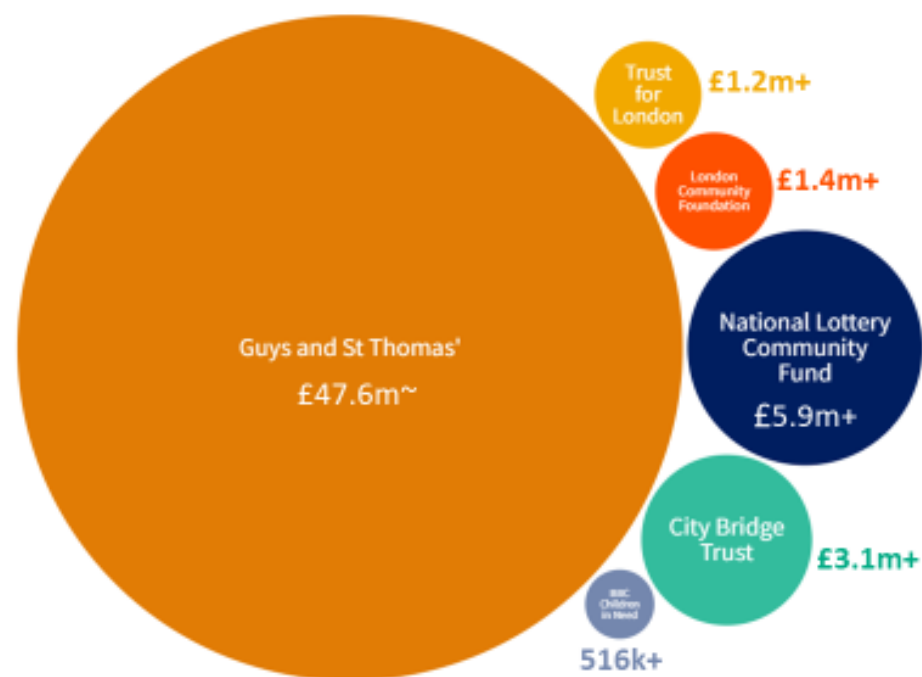


fundors with a shared interest in the borough. It was these pre-existing relationships which enabled the setting up of the Southwark Community Response Fund in spring 2020 (see p.70). The recently reborn [Southwark Giving](#), an initiative formerly incubated at Community Southwark, but now under the auspices of the United Saint Saviours Charity, exists to find new ways to address hidden, unmet and emerging local community needs. It has chosen to focus local philanthropy on the theme of young people's Life Transitions. As one of a growing network of place-based giving schemes (known collectively as "[London's Giving](#)"), Southwark Giving is supported by several local trusts and foundations as well as the business community in the form of Team London Bridge, the Business Improvement District. The scheme enables anyone to give time, skills and/or money in collaboration with others to help make a difference to people's lives across Southwark's communities.

The overall sums of money which are available for community investment alongside the Council are illustrated below. We have used publicly available data (360 Giving and accounts filed with the Charities Commission) to profile the principal national, regional and local funders of the borough's civil society. We illustrate their local giving over the most recent 2-year period for which information is available; where possible, we verified the figures with the respective funder. This shows typically around £87m of community investment coming into the borough over a two-year period. Around £60m (70%) of that comes from the large national/regional funders, including the National Lottery Community Fund, City Bridge Trust and the London Community Foundation. (Owing to its size, we also include here the unique asset of the Guy's and St Thomas's Foundation which benefits both Southwark and Lambeth). Of the local investors, the major funder is the Council itself (£23m over two years), but this is topped up by more than £4m from a range of small, local trusts and foundations which have an historic connection with the area.



Figure 27: Comparative size of funding in LB Southwark VCS by national funders
(Guy's and St Thomas' Foundation has been included as a national funder given the scale of its funding)



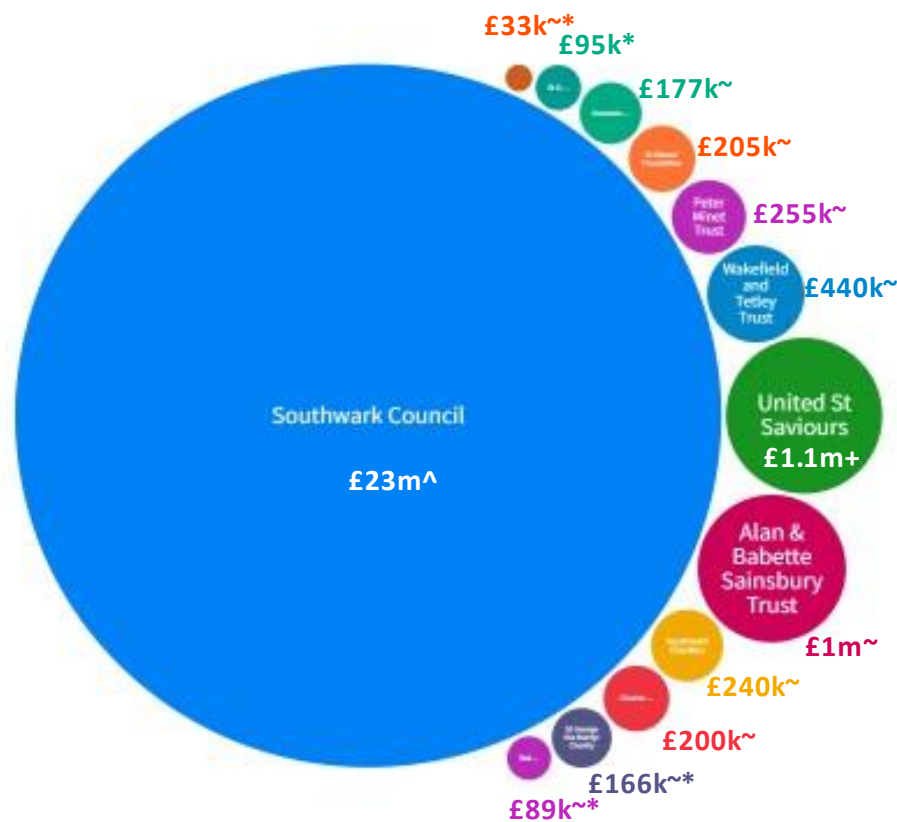
*verified by funder
^in-scope funding
~financial accounts
+360 giving

Funder	Grants	Time period	Source
Guys and St Thomas'	£47,697,000	April 2019-March 2021	Financial~ accounts
NLCF	£5,945,343	April 2019-March 2021	360 Giving+
City Bridge Trust	£3,137,462	April 2019-December 2020	360 Giving+
LCF	£1,487,196	April 2019-March 2021	360 Giving+
Trust for London	£1,229,000	April 2019-March 2021	360 Giving+
BBC Children in Need	£516,609	April 2019-March 2021	360 Giving+

*Showing the most recent 2-year period for which data is available



Figure 28: Comparative size of funding in LB Southwark VCS by local funders



*verified by funder
^in-scope funding
~financial accounts
+360 giving

*Showing the most recent 2 -year
period for which data is available

Funder	Grants	Time period	Source
Southwark Council	£23,125,286	April 2019 -March 2021	In-scope funding^
United St Saviours	£1,133,683	April 2019 -June 2020	360 Giving+
Alan & Babette Sainsbury Trust	£1,018,494	April 2018 -April 2020	Financial accounts~
Wakefield & Tetley Trust	£440,287	December 2018 -2020	Financial accounts~
Peter Minet Trust	£255,000	September 2018 -2020	Financial accounts~
Southwark Charities	£240,682	December 2018 -2020	Financial accounts~
St Olaves' Foundation	£205,468	April 2019 -March 2021	Financial accounts~
Charterhouse in Southwark	£200,921	April 2019 -March 2021	Financial accounts~
Newcomen Collet Foundation	£177,829	September 2018 -2020	Financial accounts~
St George the Martyr Charity	£166,000	December 2018 -2020	Financial accounts~*
St Olaves, St Thomas & St John United Charity	£95,494	April 2018 -March 2020	Financial accounts~*
Rotherhithe Consolidated Charities	£89,513	January 2019 -December 2020	Financial accounts~*
Surrey Dispensary	£33,450	January 2018 -December 2020	Financial accounts~*

Note that the LB Southwark figure represents funding which is in scope of this Community Investment review, rather than all funding to VCS organisations, so the funding figures match those given in Figure 18: In-scope VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts rather than Figure 17: Total VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts



3. As is: Community investment currently

Section 3 summary – As is: Community investment currently

- Local VCS organisations (c.50) which took part in our survey were broadly positive about the effectiveness of LBS funding. Core funding is a key enabling requirement; there are opportunities for more joined-up funding approaches and promoting access to contracts as well as grants programmes
- Effective and fair processes are central to enabling VCS organisations to tackle inequality issues, which have been exposed and exacerbated by the Covid-19 pandemic. The recent monitoring of Black History Month grant applicants against protected characteristics has potential broader value
- There is a widespread view that LB Southwark partnership working with the VCS is focused primarily on informing and consulting rather than collaboration and co-production
- Not everything that counts is easy to count, but there is potential value in greater consistency in the collection and analysis of funding impact data. The high levels of volunteering recorded by Common Purpose projects, for example, have a substantial economic and social value
- There is appreciation of the level of funding going into Community Southwark and the value of the infrastructure support services they provide. However, the findings from the SST Review suggest the need for more specialist BAME infrastructure. There is some scepticism around how practical or sustainable the Southwark Community Hub approach – developed as a response to Covid-19 pandemic – would be as a permanent model.
- Neighbourhood-level funding from LB Southwark should be seen as an important element of the Council's funding support, but not exclusively so: other funding approaches can be appropriate and equally effective in other instances. One size doesn't fit all; there would be value in applying the *subsidiarity* principle to the community investment in future services to determine which are most appropriately devolved and to what level.

This section draws on our consultation activities which comprised an on-line survey of local VCS organisations; interviews with Council staff, local VCS leaders and funders, and focus groups with sector representatives. These three different sources allow us to triangulate data and information



on the Council's current programme of Community Investment in relation to each of the six key lines of enquiry:

- Effectiveness of LBS funding
- Reducing inequality
- Partnership working - involving VCS providers
- Social and economic value of LBS funding
- Supporting community infrastructure
- Embedding services at a neighbourhood level

In addition, we include summaries of four case studies, which can be found in full in the [Appendix](#), to highlight practice from other local authorities where relevant to a particular line of enquiry. Finally, the sections on Reducing Inequality and Social and Economic Value of LBS funding include analysis of funding data from the Black History Month and Common Purpose programmes respectively.

3.1 Effectiveness of the funding

Across Southwark's different funding teams, there are a range of innovative and effective grant making processes

In our interviews with grant programme managers, we heard how individual teams often use forward-thinking and innovative approaches to manage and disburse grant funding. For example, the new Positive Future For Young People Fund has used a three-stage application process incorporating a second stage 'Dragon's Den' interview, which gave officers a much clearer understanding of the key staff involved in projects, as well as allowing applicants the opportunity to demonstrate inclusivity by, for example involving young people in their Dragon's Den presentation. The online grants portal is a further example of an innovation which brings potential benefits in terms of added consistency, ease of access and improved reporting.



Survey respondents were broadly positive about the effectiveness of LB Southwark's grants programmes

Figure 29: Survey responses to question: *On a scale of 1 to 5, how effective are the current grant programmes in delivering positive outcomes for Southwark residents?*

Rating	Responses (N = 48)
5 – Very effective	5
4 – Effective	26
3 – Neither ineffective/nor effective	8
2 – Partially effective	9
1 - Ineffective	0

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

We asked respondents to rate LB Southwark's current grant programmes. The average rating of the 48 responses on a scale of 1 (Ineffective) to 5 (Very effective) was 3.56, suggesting a broadly positive view of effectiveness.

Core funding is a key enabling requirement for VCS organisations and the Common Purpose grants programme approach is to be commended

Many other local authority funders do not provide core funding; LBS's approach through the Common Purpose grants programme is laudable and appreciated by those who receive funding.

'Southwark is doing a good job... I am amazed at the Common Purpose and other grants available to the sector. They are a game changer. At the risk of repeating myself, core funding is vital.'

VCS consultee

Core funding is not just a grants-process issue; it is an approach that *enables* VCS organisations to tackle inequality and deliver change – in our survey question, “*In what ways could LBS's funding programmes be better targeted on reducing inequality?*” the most frequent selection was ‘*Provision of more core funding*’ (32 of 45 respondents to this question) – see Figure 31 in *Section 3.2 Reducing inequalities* below.

There are opportunities to target and incentivise local VCS organisations to bid for contracts as well as grants

Although much of this community investment review focuses on the Council's grant-making, the majority of VCS funding from LB Southwark is in the form of contracts (£90.7m of the £112.4m



awarded to the VCS over the five years 2016-17 to 2020-21). Many of these are large contracts, such as in Adult Social Care, where providers can be private sector organisations as well as VCS organisations. And where the provider is a VCS organisation, it is often more likely to be a large, national organisation as opposed to a local Southwark-based organisation. This combined with the lack of co-ordination between individual commissioning teams means that local VCS organisations struggle to get a seat at the table to tender for these larger contracts. There are opportunities with these larger contractual arrangements to think innovatively to support and target local VCS organisations – for example pooling budgets across commissioning teams to support community anchor organisations, or flexing commissioning processes to support local VCS provider organisations.

“The question to consider is what flexibilities could we offer? E.g. reduced public liability limits; not being so stringent on previous experiences; or a trial approach.” LB Southwark consultee

Case Study: Preston City Council - Community Wealth Building

Preston is an early adopter of the community wealth building (CWB) approach, having implemented their first strategy in 2011 working in partnership with Cleveland, Ohio in the United States. A key component of the CWB strategy has been implementation of ‘progressive procurement’ across the local authority and anchor institutions. This has included:

- [Spend analysis](#) in partnership with CLES
- Development of an anchor procurement practitioner network
- simplifying the procurement process,
- breaking large contracts into smaller ones where possible,
- leveraging social value, particularly local supply chains

Preston has particularly leveraged the Social Value Act in implementing CWB. This has included developing a community benefit/social value policy within the Local Plan to encourage all developments above an agreed threshold to maximise social value.

3.2 Reducing inequalities

This review builds on the findings of the SST review and its timely analysis of the racial and social inequality highlighted and exacerbated by the Covid-19 pandemic



The SST review has been running broadly in parallel to this Stage Two review. It has concluded that although the Council is focusing sufficient funding on its priorities, there is insufficient follow through to ensure that funding is reaching BAME groups. There are also perceptions among BAME-led groups that the system of funding is 'loaded against them'. The work of the Southwark Community Response Fund during the height of the pandemic showed what can be achieved in order to address racial inequality through community investment.



Figure 30: Southwark Stands Together – 12 Community ‘Asks’ of the Council

What is your preferred action?	
Ring fencing funding for ethnic minority led organisations	Most preferred
Involvement of BME groups in co-design and feedback (with not for)	
Having BME representatives in the Council (at a senior level)	
Council accountability; staying true to their promises	
Investment in community spaces designed with the community	
Upskill and employ local people in community engagement	
Reward local people for the engagement in consultations	
Rethinking the language the council uses	
Rethinking the use of community engagement consultants	
Updating policies to be more accessible in language and form	
Roadshows / pop-up events with the council going out and engaging people	
Roadmap of services and spaces to provide feedback to councillors	Least preferred

Source: SST focus group responses recorded on Mentimeter

There is a strong sense from local VCS organisations that effective and fair processes are central to enabling the sector to tackle inequality

In the responses to the survey there was a sense that a key role for LB Southwark is to act more as an *enabler* to allow VCS organisations themselves to reduce inequality. The three most common responses to the survey question ‘*In what ways could LBS’s funding programmes be better targeted on reducing inequality?*’ all related to aspects of the grant-making process (*Provision of more core funding* – 32 out of 45 responses; *Transparent decision making / share successful applications* - 24 responses; *Provide assistance with the application form* – 18 responses). One of the survey respondents suggested that issues of process and systemic inequality clearly inter-relate:

“Making access to funding less difficult/time consuming/academic/bureaucratic ... and how this plays into systemic oppression. I think there could be better support to the



'doers' in our communities with bid writing - capacity building / skills development / lending expertise But also need more transformation in the fundamental process that the Council uses to get community organisations to bid for grants and contracts."

VCS consultee

Figure 31: Survey responses to question: *In what ways could LBS's funding programmes be better targeted on reducing inequality? (please choose up to 3)*

Response option	Responses (N = 45)
Provision of more core funding	32
Transparent decision making / share successful applications	24
Provide assistance with the application form	18
Promote grants through a range of marketing channels to reach target groups	14
Ring-fenced funding for BAME-led organisations	12
Provide language alternatives for those with English as a second language	12
More diverse assessors to deal with fairness and transparency	11
More diverse senior staff and decision makers	10
Accept video applications	8

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

One approach to rewarding organisations that reflect local communities is the new Culture grants programme, where if applicants cannot demonstrate representativeness, they are restricted to applying for Change Making awards rather than the larger Amplifying grants.

The Covid-19 pandemic has exposed and exacerbated existing inequalities, with many respondents noting the impact of digital barriers

In response to the survey question *'What impact has Covid-19 had on your beneficiaries?'* respondents most frequently commented that the pandemic had increased inequality for particular already-disadvantaged groups (16 out of 34 responses to this question).

'Covid has had the biggest impact on] Black and minority ethnic communities - vulnerable people - those who do not speak English - those who have slipped through the system - unrecognised individuals who are isolated and not able to access the digital world.'

VCS consultee

Others noted increases in isolation and loneliness with associated effects on mental health for different groups of people (13 out of 34 responses), as well as increases in digital exclusion for those without sufficient access to technology and the internet (11 out of 34 responses).



'Although we already knew digital exclusion was a problem, Covid has shone a light on this and emphasised the knock-on effect of this. At the beginning of covid we estimated that only 7% of our members were online at home. Many used the internet whilst in the building, and suddenly we had to close.'

VCS consultee

Digital barriers to inclusion were also a common refrain in our three VCS focus groups. Attendees noted that despite the pandemic and things moving online, many residents still do not have access to the internet at home and others do not want to use digital devices as a way of communication. However, the shift to greater online provision has been a benefit for those without mobility, with one VCS focus group attendee describing the move online as *'revolutionary'*.

LB Southwark has only recently started using its online grants portal to monitor applications and awards against Equality Act protected characteristics – analysis of Black History Month grants applicants shows the potential value of this approach

Stage One of this review has considered the barriers that BAME-led applicants face in accessing funding from LB Southwark. One of the issues is accessing reliable information on the number of BAME-led organisations applying for funding and the success rates of these applicants. LB Southwark officers shared with us anonymized data from a pilot of Black History Month grants applications assessed in August 2021. These applicants had been requested to provide information on the composition of applicants' management committees / boards against eight of the nine Equality Act protected characteristics (pregnancy and maternity were not included). This data was kept separate from the application form so assessors did not see the profile of the applicant organisation (in a similar way to job candidates' equalities data being separated from their application form).

The most complete information was on the race / ethnic background of board members, where 26 out of 31 applicants gave a proportional breakdown of whether their members were identified as BAME.



Figure 32: Analysis of LBS Equalities data of Black History Month grant applicants, August 2021

% BAME membership of management committee	Award decision	
	Yes	No
0-25%	1	-
25%-50%	1	5
50%-75%	5	1
75%-100%	9	4
Total applications	16	10
Average % BAME membership	79.6%	62.3%

Source: LB Southwark anonymized Equalities data for Black History Month grants applicants, August 2021

Figure 32 above shows that the average proportion of BAME board members for successful applicants (79.6%) was notably higher than the unsuccessful projects (62.3%) - although given the small numbers of both successful and unsuccessful applicants, this is not a statistically significant difference. LB Southwark are now collecting Equality Act protected characteristics data for other grants programmes that use the online grants portal, and this offers the potential for more robust analysis across a broader range of protected characteristics in future.

3.3 LBS partnership working with the VCS

There is a sense from local VCS organisations that although they are consulted and informed by the Council about relevant initiatives, there is an 'engagement ceiling' which means that they are not then involved as partners in development and delivery

'There are a lot of conversations about asking the VCS on opinions. There's lots of involvement in groups and strategies. All of this is great and probably doesn't happen in some other parts of the country, but it's very hard to see what happens as a result of these consultations – initiatives starting and restarting. It's relentless without anybody saying: what's the big picture? The Council need to report back on what's happened from this involvement.'

VCS consultee

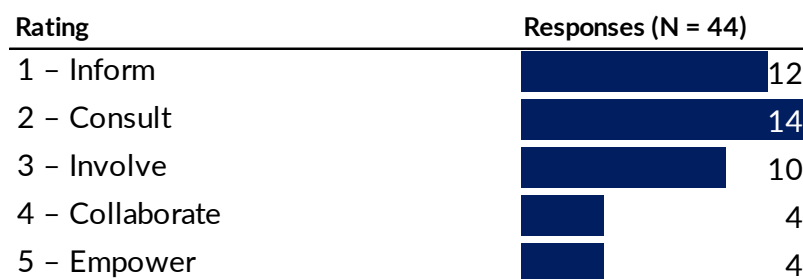
Our survey included questions related to LB Southwark partnership working with the VCS. We asked which of the following best represented the Council's approach to engaging VCS partners:



1. **Inform** – the Council informs the sector of its plans
2. **Consult** – the Council consults the sector on its plans
3. **Involve** – the Council involves the sector as a partner in co-developing plans for the borough
4. **Collaborate** – the Council collaborates with the sector in co-developing and delivering plans for the borough
5. **Empower** – the Council empowers the sector to design, develop and deliver plans for the borough

These are the same terms which have been used in the recent consultations on Community Power. The responses to our survey were heavily weighted towards the lower levels of engagement as shown below.

Figure 33: Survey responses to question: *What point on the following scale do you think best represents the Council's approach to engaging with its voluntary and community sector partners?*



Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

Similarly in the free-text question '*What should LBS be doing differently to improve partnership working?*', the most common theme in responses was that there should be more collaboration between the Council and VCS groups / grassroots organisations (discussed in 21 out of 33 responses). Examples of responses on this theme include:

'More meaningful engagement with the voluntary sector on an ongoing and business as usual basis, rather than just on specific initiatives, or where LBS needs something from the sector.'

'It needs to involve the voluntary sector more in the design and implementation of programmes, rather than just a limited consultation.'

VCS consultees



There are lessons to be learnt from both the Council's and the sector's flexibility and capacity to adapt, as demonstrated during the Covid-19 pandemic

VCS focus group attendees noted how the pandemic required the Council to re-purpose grant funding and target vulnerable people, such as those who do not have recourse to public funding. The pandemic also saw new types of mutual-aid and grassroots provision develop; focus group attendees questioned whether the Council's community investment sufficiently recognises these new types of organisation and community response? Some of the VCS survey respondents (six out of 33 responses) commented positively on the Council's '*fleet of foot*' response to the pandemic and would welcome this as a continuing approach:

'More of the new approach that came from the pandemic response. Quicker decision making, less red tape, more partnership working with grass roots organisations with proven track records, less replication.'

VCS consultee

3.4 Social and economic value of the funding

Measuring social value is often difficult for projects with less-tangible outputs (and these are often the projects that are most valuable)

Focus group attendees noted that it is often projects which do not have clear measurable outputs that are often the most valuable. The pandemic has highlighted the value of social engagement and community support provided by the VCS (particularly local community groups) and the impact this has on reducing social isolation. But clearly trying to capture levels of reduced isolation and the social value of this outcome is far from straightforward. LBS officers also noted in interviews that attribution of long term impact to a particular grants award is inherently difficult.

Different teams have different approaches to recording outputs and outcomes

In our interviews with LBS grants team leads, we were told of a range of approaches to measuring social and economic value of funding. Understandably, these measurements are related to the type of activity. For example, on Southwark Works, the focus is primarily on job outcomes and progression, as well as skills acquired by participants. On culture grants, there is reporting on people, participants and performances and also the leveraged funding linked to LB Southwark's funding (annually around £3m a year, although this is not directly attributable to receiving LB



Southwark funding). On neighbourhood-level programmes, such as the Neighbourhood Fund and Tenants and Residents Association funding, there tends to be little if any collection of evidence of impact – with the focus being on light-touch approaches, in recognition of the need to ensure that monitoring and reporting are proportionate to the size of the grant award (typically <£5k).

Outcomes data collected for Common Purpose gives an indication of the sizeable social and economic impact of LB Southwark’s community investment – particularly the value of volunteering

The most extensive outcomes data collected is for the £800k of funding to 30 organisations on the Common Purpose programme. Data is collected for a range of indicators linked to selected [Common Outcomes Framework](#) outcomes. A sample of these indicators is shown in Figure 34 below. This kind of data collection offers the scope for more in-depth and rigorous impact assessment using established approaches such as the [Social Value Portal](#), [Social Value Engine](#) or the [HACT Social Value Bank calculator](#). However, even these self-identified figures from Common Purpose projects (which have not been tested against factors such as attribution, deadweight, displacement and drop-off), suggest the substantial impact of LB Southwark’s community investment. In particular, the 120k volunteering hours in 2020-21 (albeit in an atypical Covid-19 pandemic year) have a substantial wage-replacement economic value. Based on 2020-21 National Living Wage of £8.71 per hour, this level of volunteering has a wage replacement value of £1.05m. Beyond this, there will be a social value linked to increased social connection and community involvement of the volunteers.

Figure 34: Sample of 2020-21 indicators collected from Common Purpose projects through outcomes monitoring

Outcome	Indicator	Total 2020-21
B3: Residents feel that they have access to services to improve their wellbeing	c) Numbers of clients from diverse groups regularly participating in physical activity (type & activity levels)	2,447
B4: Residents feel more confident to maintain their independence without the need for higher levels of support	b) Numbers of clients reporting increased levels of control over decisions affecting their life	793



Outcome	Indicator	Total 2020-21
C2: Residents have increased opportunities and support to volunteer	a) Numbers of volunteering hours completed	120,137
C3: Residents have the skills and confidence to increase their use of online services and there is less digital exclusion	a) Number of clients who state that they are confident using digital services	547
C7: Residents and organisations have greater access to community spaces and premises	a) Use of natural environment / number using green space	6,310
D3: Residents increase their use of public transport, cycling or walking around the borough	e) Amount of money saved by walking or cycling instead of driving or taking public transport	£82,820

Source: LB Southwark Common Purpose outcomes monitoring data

Use of the common outcomes framework is patchy; the online grants portal may offer possibilities for greater consistency of outcomes data collection

Beyond the communities team, the Common Purpose and Positive Futures programmes, use of the [common outcomes framework](#) appears to be limited. There seem to be opportunities for greater consistency in outputs and outcomes data collection through widely embedding common application processes and using the online grants portal, although officers acknowledged that common approaches will always need to be a mixture of the standard and the programme-specific.

Despite the inherent difficulties, LB Southwark is better placed than most local authorities to report on social and economic value of its VCS funding

The discussions with both VCS and LB Southwark representatives demonstrated the inherent difficulty of reporting on the impact of its funding. But despite these difficulties, the steps that LB Southwark has taken towards greater transparency of funding information (through publishing open funding data and the use of 360 Giving) alongside the use of the online grants portal (which has in-built reporting functionality) put the Council in the vanguard of local authority grant-making practice. Many non-local authority funders, such as some of the large charitable trusts and



foundations and the National Lottery Communities Fund, are further ahead again in using funding information to assess the impact and value of their grant-making. Some VCS consultees had an if-they-can-do-it-so-can-Southwark viewpoint:

'Other funders such as charitable funders will produce annual reviews and within this state the impact of their funding. If the Council has just one way to advertise procurement opportunities and grant giving, as part of that it shouldn't be so difficult to get information to filter back to understand impact.'

VCS consultee

Case Study: Bristol City Council – funding to support social and economic impact

Bristol is a diverse city with around 45 religions, 187 counties of birth and 91 languages spoken (BSWN 2019). Bristol is delivering a [Local Access Partnership](#), a £2.7m 10-year programme of investment funded by [Access](#) and [Big Social Capital](#). The Local Access Partnership aims to support and invest in social enterprise in communities experiencing inequality with key objectives of making Bristol's social economy more diverse and create greater social and economic impacts. The programme includes a [social enterprise incubator](#) for Black and Asian social entrepreneurs delivered by BSWN, with an accessible and light-touch application process. In 2017 the [Bristol Impact Fund](#) (BIF) was formed through the amalgamation of eight different council grants. This has provided grants to 70 organisations to deliver projects reducing inequality in areas including:

- Reduce disadvantage and inequality
- Improve health and wellbeing
- Increase resilience

Funding has been a mixture of four-year funding as well as smaller 18 month grants to support development and testing of ideas within diverse communities. An [impact evaluation](#) in 2019 identified that the grant programme had, to date, unlocked an additional 67% in match funding and deployed 7,000 volunteers.



3.5 Supporting community infrastructure

LB Southwark provided almost £600k funding to Community Southwark in 2020-21; building the capacity and capabilities of local VCS groups is a key element of this funding

Figure 35 below sets out the LB Southwark's funding of Community Southwark in the latest financial year. This totals £584k of which £464k is in scope of this review.

Figure 35: 2020-21 LB Southwark funding of Community Southwark

Award	Purpose	In scope of community investment review?	£ Amount
CVS for borough	Voluntary sector infrastructure & volunteering services	Yes	£383,730
Emergency support scheme	Management fee for emergency support scheme	Yes	£50,000
Public Health	Co-ordinator post for Southwark Food Action Alliance	Yes	£20,000
Southwark Food Action Alliance	'Healthy basket' research into food deserts	Yes	£9,991
		Total - in scope	£463,721
Healthwatch	Healthwatch service for LB Southwark	No	£120,000
		Total - all funding	£583,721

Source: LBS funding data

The main 'CVS for borough' award includes objectives around increased voice and influence of the VCS, increased collaboration between VCS groups, promoting volunteering, and awareness raising activities. It also specifically includes an objective to **'Build the capacity and capabilities of Southwark's VCS groups'**.

Community Southwark states in its latest Q2 2021-22 monitoring report that its 'VCS Support offer has been created to cover three key strands: Safeguarding, Fundraising and Income Diversity, and



Governance and Leadership. We are working to make sure that what we offer is what is genuinely wanted by a range of groups and are, therefore, looking at running far more peer support style sessions, workshops set quarterly to make sure they are up-to-date with what is wanted and provide more collaboration support. All areas of organisational development will be covered through resources and signposting, but we will concentrate on the three strands to ensure we can provide a quality service with our limited capacity.'

There is appreciation of the level of funding going into Community Southwark and the value of Community Southwark's services

Across all our consultation activities, there was appreciation of the level of funding going to the Council for Voluntary Service in comparison to other boroughs, and of the value of Community Southwark's services. The strength of local networks has paid dividends during Covid in enabling local collaboration and community responses, including the faith network and the equalities, human rights and advice forum (CAB).

'Community Southwark provides good support to groups. They seem to be well supported by Southwark Council and provide a range of engagement and networking opportunities.'

VCS consultee

The three most common suggestions for improving VCS infrastructure were: (i) better access to funding opportunities, (ii) better support / training services, and (iii) more information / communication

Figure 36: Responses to VCS survey question: 'What can the council do to ensure there is sufficient infrastructure to support your organisation?'

What can the council do to ensure there is sufficient infrastructure to support your organisation?	Responses (N = 38)
Access to core/open funding opportunities	12
Support/training services	10
More information and communication between council and community	7
Joining up key infrastructure	6
Other	7

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

38 survey respondents provided a free text response to the question: 'What can the council do to ensure there is sufficient infrastructure to support your organisation?'. As was seen in responses to



other survey questions, a common theme was being able to access appropriate funding – particularly core funding (12 responses).

'In our case we take it upon ourselves to provide infrastructure support to other smaller agencies by running a variety of networks and forums - so more funding from the council specifically to do this would be helpful.'

VCS consultee

The second most common theme referred to the need for more training and support services to be made accessible to VCS organisations in order to support infrastructure in the community. (10 responses).

"Offering training and capacity building, working closely with the volunteer sector when planning services for the community as well as offering financial support so organizations can continue delivering services for the community."

VCS consultee

The third emerging theme was that in order to support community infrastructure, there is a need for more communication and information shared by the council to the community (7 responses).

'Make contact with the organisation to help support ongoing services provided. Build better communications with the intent to support individual groups.'

VCS consultee

LB Southwark officers noted a range of additional approaches that individual funding programmes take to support the applicants and funding recipients

Interviewees frequently noted the range of support offered to applicants and funding recipients. This includes the provision of rooms, places and spaces for delivery of, for example, youth services projects. On the Southwark Works programme, there is a shared CRM that reduces the burden and inconsistency of monitoring delivery and outputs achieved. Across many programmes, there have historically been networking and application support sessions, but the Covid-19 pandemic has recently curtailed many of these activities.



There is some scepticism around how practical or sustainable the Southwark Community Hub approach – developed as a response to Covid-19 pandemic – would be as a permanent model

Across all our consultation activities (including officer interviews), there were varying levels of knowledge about the Southwark Community Hub and its potential legacy post Covid. In particular there was a lack of understanding as to how the Review Working Group's 16 recommendations will be acted on post Covid.

Our survey asked 'What lessons can be learnt from the Community Hub's approach during Covid-19?', there were a range of responses commenting positively on the value of partnership working and collaboration between the Council and the VCS (10 out of 39 responses), such as:

'It brought the VCS and council together... Senior officers were empowered to be responsive, truly consult, act quickly and make decisions that we felt part of.'

VCS consultee

However, there were also a number of responses (10 out of 39 responses) which were critical of the perceived lack of engagement with grass-roots organisations and also concerns about the longer-term sustainability and impact of the Community Hub model. One noted:

'How keen the hub members [were] to go back to 'normal' - it is not a model to learn anything from; the approach was [born] from out of a crisis and demonstrate how poor services were not communicating with each other.'

VCS consultee

Case Study: Plymouth City Council – cultivating community assets

Plymouth City Council has been identified by [New Local](#) as an example of a local authority enhancing local resilience through 'cultivating' community assets. Plymouth's strategic action plan '[Doing it Ourselves](#)' aims to improve local economic wellbeing through doubling the local co-operative and mutuals sector by 2025. Key features of the plan include:

- Worker owned technology and creative industries
- Community owned infrastructure, particularly in relation to house building and renewable energy.



- Workspace and activities being made available in cultural and community spaces
- Support growing demand for social care services.

Plymouth is one of six recipients of the joint Kings' Fund and The National Lottery Community Fund [Health Communities Together](#) funding which aims to develop partnership working between the VCSE, health and local authorities to improve the health and wellbeing of communities. The fund is supporting [POP](#) – the local VCSE infrastructure organisation which aims to build capacity and capability in grassroots VCSEs.

3.6 Embedding services at a neighbourhood level

There was an appreciation that 'one size doesn't fit all' in terms of supporting Southwark's neighbourhoods

Consultees noted that Southwark's neighbourhoods are very different and not all local areas have the assets or foundations required to deliver a neighbourhood model. Equally, many local VCS organisations are not exclusively providing services to one neighbourhood, often combining borough-wide provision to a particular demographic or ethnic group with neighbourhood-level services. Indeed, before funding and services are embedded at a neighbourhood-level, there needs to be agreement on what these neighbourhood services comprise and who is involved in decision-making. For example in response to the survey question, 'How can LBS ensure that its funding contributes to embedding and delivering more services at a neighbourhood level?', one respondent commented:

'Needs a clear agreed vision about what it means by neighbourhood services, their scale, accessibility and outcomes. Needs to be not just VCS, statutory and council services but commercial organisations, eg, banks, too.'

VCS consultee

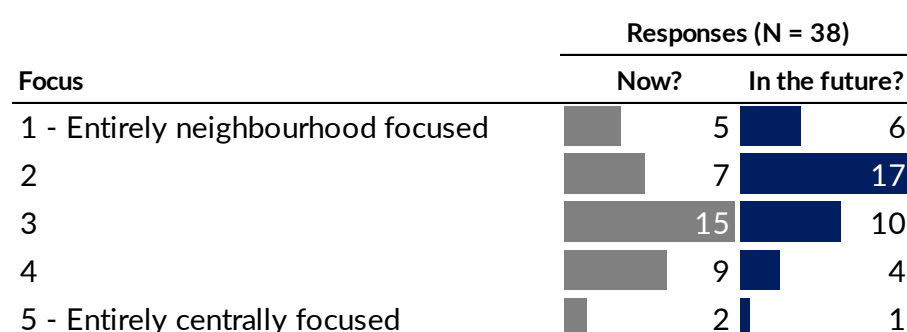
Neighbourhood-level funding from LB Southwark should be seen as an important element of the Council's funding support, but not exclusively so: other funding approaches can be appropriate and equally effective in other instances

One of our focus group attendees commented that *'More local services are always good'* and this was a common view from different respondents: effective neighbourhood-level services can be shaped



by, and respond to, grass-roots community needs better than centralised-services. However, this was not necessarily linked to a desire for an exclusive focus on neighbourhood-level grants funding from LB Southwark. In our survey question, ‘On a scale of 1-5 where do you see the focus of LB Southwark’s community investment grants now? And where should it be in future?’, respondents suggested there should be more of a focus at the neighbourhood-level in future, as shown in Figure 37 below. This represented an overall average shift of 20%. However, only a minority of respondents (5 out of 38 [13.2%] for the situation now and 6 out of 38 [15.8%] for the future) that LB Southwark should take an entirely neighbourhood-focused approach.

Figure 37: Survey responses to question: *What point on the following scale do you think best represents the Council’s approach to engaging with its voluntary and community sector partners?*



Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

Case Study: North Ayrshire Council – Community Wealth Building

North Ayrshire is one of the most deprived areas in the UK with one third of children living in poverty, higher than average unemployment rates and a declining population. North Ayrshire Council (NAC) launched Scotland’s first [Community Wealth Building strategy](#) in May 2020. As an example of a new CWB initiative it provides a useful contrast to the established Preston model. NAC’s strategy sets out how the council will work in partnership with local communities, businesses and wider regional anchor institutions to create a fairer local economy to tackle poverty and inequality, embedding a new economic model focused on wellbeing and inclusion.

The strategy includes internal council targets to increase the proportion of expenditure that stays within the local economy and a CWB [charter](#) has been signed by many of the region’s anchor institutions. An [expert panel](#) has also been established bringing together national and international expertise around inclusive economies.



3.7 Summary Recommendations – six to fix?

Both sections 3 and 4 conclude with a set of recommendations. Those set out below reflect the focus of this section which has assessed the Council's programme of community investment "as is." In suggesting "six to fix," we have identified one for each of the review's six Key Lines of Enquiry:

1. **Effectiveness of the funding:** The review has discerned numerous examples of innovative and effective community investment across a wide range of different funding programmes. However, the siloed nature of many of the funds, sitting within different teams, is a major barrier to overall effectiveness. There is no clear strategic purpose or narrative as to the key objectives of the Council's considerable community investment. Although the Communities Commissioning Team has driven the development of an outcomes framework, in partnership with Public Health, the online grants portal, interviews with other teams, as well as Council leaders, suggest that the take up and use of these approaches has been far from comprehensive or consistent. As the borough looks to rebuild from the pandemic and redefine its role as an enabling Council, it is an opportune moment to reset your investment programme, possibly by pooling all your *place-based funding* into a single pot, the "Southwark Community Fund." (See the example below of the Bristol Impact Fund (an amalgamation in 2017 of eight different council grants), or the [Newcastle Fund](#) which delivers management and administration efficiencies through a single-pot approach, a single application form, shared due diligence and a common outcomes and reporting framework.
2. **Reducing Inequalities:** The capabilities of the online funding portal give LB Southwark the great potential to harness data and digital technology. Data collection should be focused on delivering the agreed socio-economic outcomes and measures of community wellbeing, and not preoccupied, as in the past, with counting project outputs. To build a true understanding of impact, there needs to be consistency in collection of outcomes data across different Community Investment funding programmes, linked to the reframed shared outcomes framework.
3. **Partnership working with the local VCS:** there is clearly a strong and trusted relationship between the sector and the local authority which is largely enabled and managed by the work of the relatively small Communities Team. It is more questionable to what extent this level of understanding and support of the local VCS is shared more widely across other departments and teams within the Council. The nature of the VCS relationship with LB Southwark, largely focused on this one team of officers, seems to perpetuate a traditional, paternalistic view of the sector as the beneficiary of grants, rather than as a genuine voice of the community which is active in the co-design, development and delivery of community



services and manifestations of community power, whether grant funded or commissioned. For this to happen requires the Council's relevant teams all to have VCS liaison officers at a senior level who, working together, can form part of a more strategic partnership with representatives of the local sector.

4. **Social and economic value of the funding:** the Council leadership's appreciation of the sector would be enhanced if the Authority was able to capture both the impact of its community investment, but also the true social and economic value of the local voluntary and community sector. We found no evidence of any coherent or coordinated effort to measure, analyse or report this over and beyond single programme reports to Cabinet. The Council seems to be lacking a system for capturing social value, at least in terms of the contributions to community life and wellbeing of its vibrant voluntary and community sector. There are examples where some progress is happening in this area, such as in the data monitoring and measurement of the Common Purpose programme, but this is an isolated example. There is a huge opportunity for the Council, in partnership with other funders and voluntary sector leaders, to develop a consistent Southwark-wide approach to understanding and recognising social value, drawing on one or more of the increasingly sophisticated, but customisable tools (eg Social Value Hub's National Social Value Measurement Framework which can be regionalised/localised).
5. **Supporting community infrastructure:** stakeholders from both the Council and the local voluntary and community sector show a strong appreciation of the work of the local Council for Voluntary Service (CVS), Community Southwark, which is reflected in the comparatively high levels of investment the Council has made in the CVS. There is a risk, however, that the Council's approach to contract-managing and monitoring Community Southwark fails to reflect the degree of trust which is needed to allow the local infrastructure provider simply to get on with its work. The value of the plethora of VCS local networks supported by Community Southwark and the Council paid dividends during Covid in enabling local collaboration and grass-roots emergency responses, including the faith network and the equalities, human rights and advice forum. The Stage One, Southwark Stands Together report has clearly identified, however, a relative paucity of specialist support services and networks for minoritized communities. We would recommend your applying the learning from the work of the London Community Response by investing in a group of Equity Partners - prioritising sustainable and specialist infrastructure to redress structural imbalances and enable the Council's funding to reach and support previously underfunded groups, including those which might have emerged during the pandemic.



- 6. Embedding services at a neighbourhood level:** there are a number of local authorities taking a post-pandemic Community Wealth Building (CWB) approach which are at different stages of maturity (eg Preston vs North Ayrshire both featured in this review). These offer pointers for Southwark as it develops its neighbourhood service model and notions of community power. Where CWB is being developed, community anchors tend to be those which meet CLES [definition](#) of large organisations whose economic viability is linked to the wellbeing of the community (eg NHS, Universities etc). Given Southwark's assets and settlements, we see opportunities for broadening the definition of community anchors to include VCSE organisations which, whilst not having the same economic impact are nevertheless 'anchored' within communities and neighbourhoods. A facilitative approach by the local authority between those larger and smaller organisations may enhance the ability of CWB to benefit local communities and neighbourhoods. This may be particularly relevant given the mandated role of the VCSE sector in Integrated Care Systems.

The following Section 4 contains additional recommendations and potentially far-reaching actions which could re-position your investment programmes as an instrument of community power



4. To be: Community investment in future

Section 4 summary – To be: Community investment in future

- Across all aspects of the Council's community investment, there is an opportunity for a more flexible approach aligned with the *Civil Society Futures* principles of power, accountability, connectedness and trust
- In an 'Aspirations as a funder' exercise, stakeholders proposed that this more flexible approach should include a greater focus on tackling root causes, a more equality-led approach, a more balanced approach to risk, and more proportionate monitoring and evaluation focusing on overall impact
- A renewed approach to community investment that puts communities at the heart of policy making requires the following:
 - a. Maintain the impetus for community involvement that arose during the Covid-19 pandemic through facilitating and supporting emergent mutual aid and informal community groups to evolve and adapt
 - b. Enable civil society organisations to help tackle unemployment through mobilising Council assets, including Southwark Works, to promote and support national approaches such as the Opportunity Guarantee and Kickstart programme
 - c. Continue the support and emphasis that the Council puts on supporting community infrastructure to add value and reach into different front-line communities
 - d. Develop procurement and commissioning approaches to strengthen local civil society and improve outcomes, including integrating the four aspects of the social value model – supporting Covid-19 recovery, tackling economic inequality, fighting climate change, and driving equal opportunities
 - e. Maximise place-based philanthropy and support for Southwark communities through continued collaboration with the Southwark Funders Forum and national funders and building understanding of the linkages to the government's Levelling Up agenda and related investment
 - f. Harness data and technology to measure the social and economic value of sector (and of the Council's investments).



4.1 Seizing the moment – finding opportunity in a crisis

It was former President Obama's Chief of Staff, Rahm Emmanuel, who said, *"You never want a serious crisis to go to waste. And what I mean by that is an opportunity to do things that you think you could not do before."* In referencing this quotation, we are not downplaying the devastating impact of Covid-19 on Southwark's communities. However, in transitioning from the emergency response to the pandemic to prioritising the Council's future community investment in civil society, there is an opportunity to rethink local relationships and respective roles and responsibilities within your communities.³

As we look for lessons from the pandemic, and draw hope from local community endeavour, mutual aid and social ingenuity born of the crisis⁴, it is easy to overlook that many of society's failings and the challenges facing VCS organisations were apparent before Covid. The all-consuming nature of the pandemic has necessitated focusing on emergency responses. This can distract community investors from longer-term societal trends and injustices including widening inequalities, which Covid-19 did not create, but has certainly exacerbated

The wide-ranging Civil Society Futures Inquiry (2019)⁵ was far from alone in failing to foresee a global pandemic, but it did present a daunting analysis of other forces which are shaping our future, ranging from the fracturing of society and irreversible environmental damage, to transformational political and economic restructuring; from growing personal precarity, to increasing geo-political uncertainty and rising nationalism.⁶ The Inquiry recommended a shared PACT, a set of principles for underpinning civil society's future, which emerged from extensive consultations. :

- **Power:** significantly shifting power, sharing more decision-making and control, and doing whatever is needed so that everyone can play a full part in the things which matter to them.
- **Accountability:** ensuring different organisations which comprise civil society are accountable first and foremost to the communities and people they exist to serve, changing our approach so that we become more accountable to each other and to future generations.

³ <https://londonfunders.org.uk/about/covid-19-0/our-blog/towards-reflection-%E2%80%9CReview-reviews%E2%80%9D-reviewed>

⁴ See: Southwark Community Response Fund, April-September 2020 – Final Report; Southwark Covid-19 Community Hub: Report of the Review Working Group, 2020; Covid-19 mutual aid groups have emerged in [communities across the UK](#) to support the most vulnerable.

⁵ [Civil Society in England: Its current state and future opportunity](#)

⁶ These same challenges feature in Centre for London's September 2020 report [London at a Crossroads](#)



- **Connectedness:** broadening and deepening connections with people and communities which is a key purpose of civil society and critical to healing a fractured society; bridging economic, social and geographic divides, and investing in new community infrastructure.
- **Trust:** (re)building trust – what the Civil Society Futures Inquiry refers to as civil society’s “core currency” and foundation; earning this by staying true to our values, standing up for them and trusting others with vital decisions that affect them.

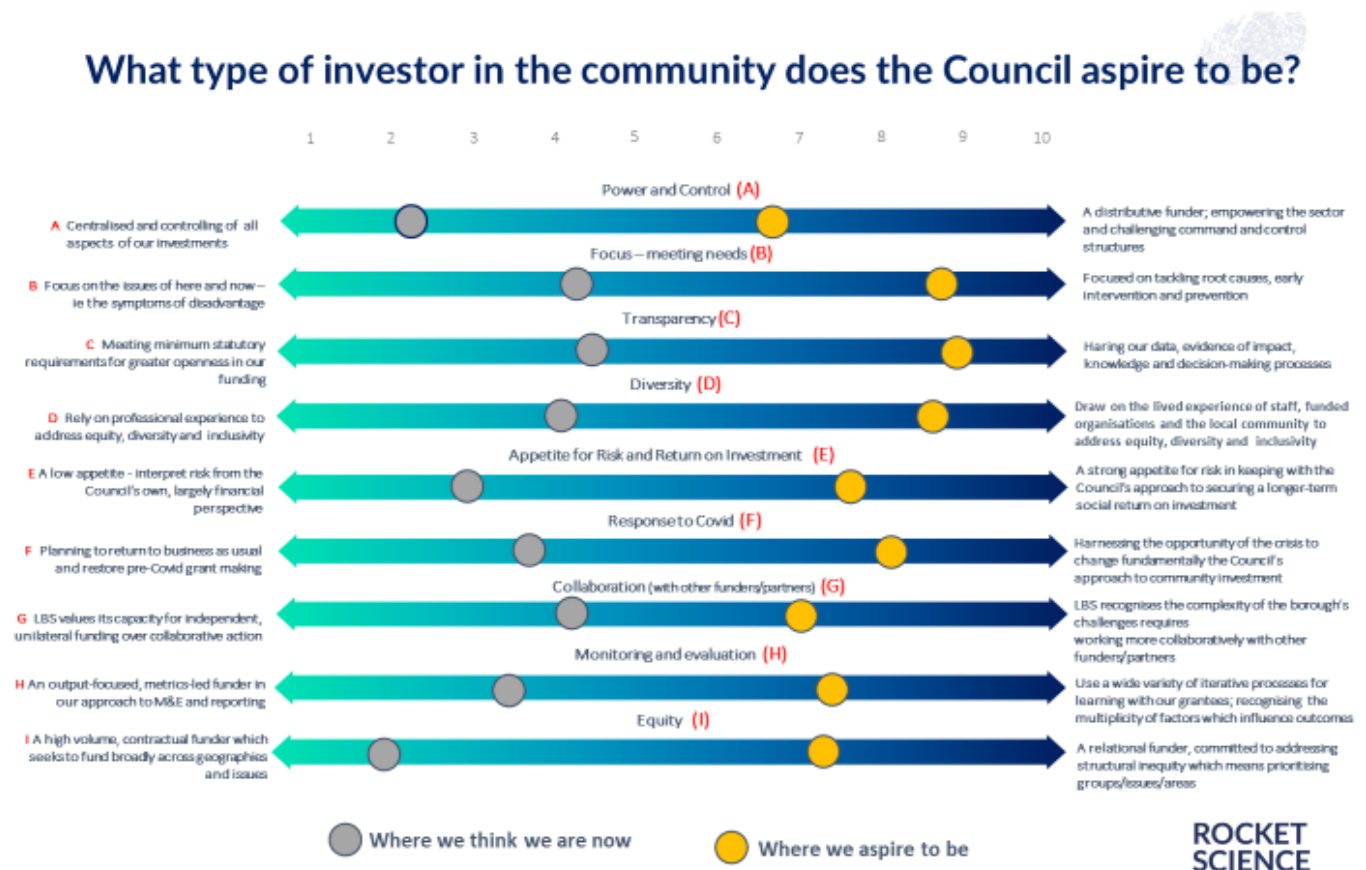
4.2 What type of investor does the Council aspire to be?

We devised the following framework (Figure 33) to ask different stakeholders *What type of investor in the community do you think the Council should be?* This invited them to consider nine different aspects of community investment. For each of the nine, we asked where they think the Council currently stands on a spectrum ranging from a traditional grant-making approach to one more aligned with the PACT principles. We then asked where they think the Council aspire to be in future? The chart captures the results of this exercise; below this is a summary of stakeholders’ observations on each aspect.



Across all aspects of the Council's community investment, stakeholders perceive the need for a more flexible approach informed by the principles of community power, accountability, connectedness and trust

Figure 38: Summary of stakeholder responses to Rocket Science exercise: *What type of community investor do you think the Council should be?*



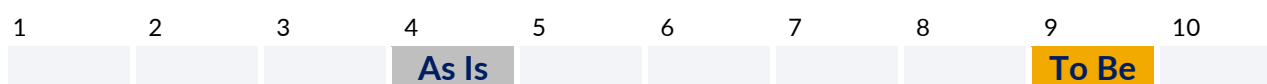
Power and control – shift to being a more distributive funder with more collaborative decision-making



Stakeholders acknowledge that it was appropriate for a public body to have more control than, for example, an independent charitable funder; that there would always need to be a process to ensure that public money was spent as intended. The Council is seen to be good at engaging and consulting with potential grant applicants, and transparent about who is awarded funding. However, decision-making is still centrally if not politically controlled. There are opportunities for more shared involvement in decision-making and better support for smaller providers through the Council's commissioning processes.

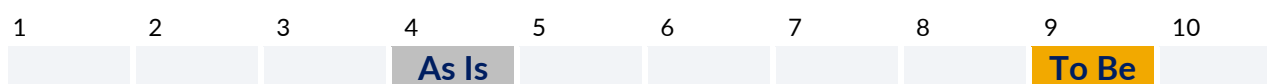


Meeting needs – focus more on tackling root causes through early intervention / prevention



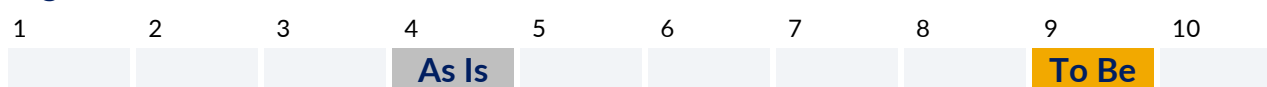
Steering group members discussed the difficulties of talking about the entire range of LB Southwark's community investment funding as one; for programmes such as Common Purpose there is already an emphasis on prevention and building community capacity. However, the response to the Covid-19 pandemic has necessitated a heightened focus on issues of the here and now, responding to emergencies. While there will always need to be some investment in emergency needs, there is a strongly felt aspiration that LB Southwark funds more early intervention and preventative work.

Transparency – shift from a narrow sense of transparency (open data and sharing information) to more clarity on decision-making and evidence of impact



LB Southwark produces more openly available funding-data than most local authorities, through its open funding data webpage and information on 360 Giving. Similarly, information is shared and in the public domain on funding processes and how decisions are made. However, there is a sense that this is a narrow definition of transparency and opportunities exist to share more information on the impact of the Council's VCS investments. Decision-making is not always fully explained – especially in the commissioning of services, where transparency can be limited by commercial considerations.

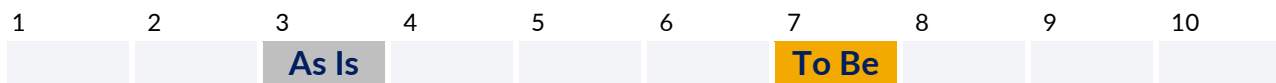
Diversity– fully embrace equality-led approaches linked to Southwark Stands Together work



There have been efforts to understand more diverse needs within service development, which is being embedded across the Council. However, there is still a perception that communities are not truly involved in the design, allocation and evaluation of funding. Several sector representatives commented on the paucity of the Council's approach to Equality Impact Assessment. One arguing that for LB Southwark '*the Ambition is for a 10*' - with approaches for equity, diversity and inclusion designed and delivered in partnership with communities in order to effect structural and systemic change.

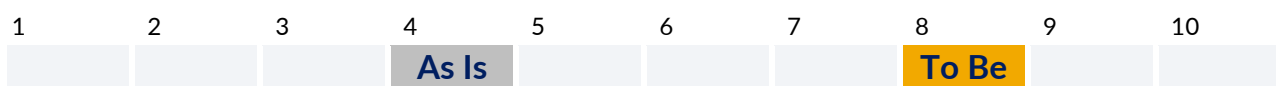


Appetite for risk and return on investment– move to a position where risk is balanced against an appetite for projects that can achieve longer-term change



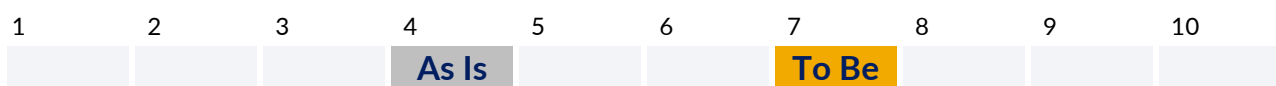
There is a consensus that a low-risk culture pervades the Council both in terms of reputational and political risk, as well as a financial cautiousness. One participant commented: *'It seems safer to stay with what is known and seems to have worked in the past.'* It was acknowledged that as a public body, the Council will always be somewhat risk averse but that there were opportunities for a more balanced approach. An ambition to address root causes of inequality and disadvantage is necessarily a long-term commitment with less certainty around short-term outputs and delivery.

Response to Covid-19 – fundamentally change the Council's community investment approach rather than return to 'business as usual'



There is a strong sense that Council funding teams do not wish to return to 'business as usual'; the pandemic has highlighted and evidenced striking levels of inequality and structural disadvantage and the Council's community investment could be better focused on achieving systemic change. Aspirations for learning and fundamental change need to be reflected in practical action. This could include harnessing locally based and community-led organisations' response to the pandemic by ensuring they now have opportunities, alongside national organisations, to deliver future contracts in adult social care and young people's services.

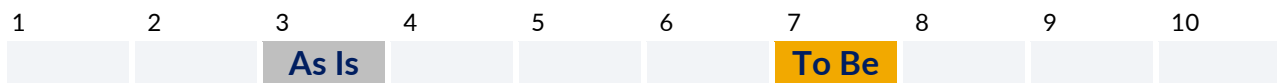
Collaboration (with other funders/partners) – build on the work of Southwark Funders Forum to extend opportunities for collaborative funding



There is already evidence of collaboration with other local funders through the work of the Southwark Funders Forum and, in response to the pandemic, the Southwark Community Response Fund. However, it is unclear if this will leave a legacy of collaborative funding programmes, including shared application processes, due diligence or aligned/pooled funding. Some cautioned that if there is increased collaboration between local funders without addressing barriers to accessing funding, it risks further disadvantaging certain groups. There are also risks for other independent funders if their funding was perceived to be too closely linked to LB Southwark provision, particularly services which are a statutory requirement.

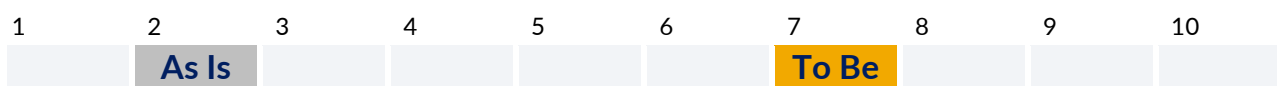


Monitoring and evaluation – shift away from a focus on outputs, and over-monitoring of small awards to recognise the wide variety of factors which influence outcomes



Steering group members noted how approaches vary across the Council's different funding teams, but there is a tendency towards output measurement and often a disproportionate level of monitoring of small grants. The focus on outputs can be counterproductive to building understanding of the overall impact of funding, over-burdening smaller specialist organisations and creating barriers to accessing funding. There is limited organisational take up of the outcomes framework used on the Common Purpose programme.

Equity – ensure there is a balance between broadly distributed – and widely accessible – funding and more relational funding focused on addressing structural inequality



There should always be a place for LB Southwark grants that '*spread the goodness widely*' to ensure accessibility to funding across the Borough's different geographies and communities. However, there is a perception that funding programmes are currently heavily weighted towards high volume, standardised approaches; there should be more of a balance with more ring-fenced funding and a clearer focus on tackling inequality.

4.3 Rethinking community investment – putting communities at the heart of policy making

The intended impact of the Council's community investment should be to reverse the adverse effects of Covid-19 on individuals and communities through strengthening voluntary and community sector organisations which provide support to vulnerable groups, making them more resilient in the longer term. The purpose and focus of a future investment programme, however, will almost certainly change as the response to the Covid-19 crisis shifts from tackling the immediate, critical needs of different communities, to the longer-term objective of ensuring local civil society has sufficient capacity and resilience to be part of the recovery and renewal.

To frame the Council's community investment in the context of emerging policy on civil society and community power, we recommend your focusing on the work of Andy Haldene and Danny Kruger MP, both recent appointments to the new Department for Levelling Up, Housing and



Communities.⁷ In the wake of communities' response to the pandemic, Kruger produced a report last year for No.10 outlining proposals for a "better system for supporting our communities: more local, more entrepreneurial and more trusting." He develops many of the ideas originally set out in the [Civil Society Strategy](#) under the themes of "Power, People and Places," arguing that if we are effectively to address the chronic social challenges which the pandemic has laid bare, we need to put "communities at the heart of policy making."

Kruger's call for a "social covenant" rather than a new "social contract" is to stress that the new relationship with government, both national and local, needs to be far more substantial and sustainable, and less transactional than of late. The deal which is implied in the social covenant is one of mutual responsibility and a set of shared assumptions in order that communities can "build back better:"

- social and environmental purpose should be embedded more firmly in both public policy and business activity
- the principle of "subsidiarity" applies so that decisions on what is done in local communities are taken by people as close to the ground as possible
- we take an assets-based approach, looking not for problems to be solved but opportunities to be harnessed and realised
- we require stronger community infrastructure, local institutions and spaces to enable individuals, groups and communities to form and sustain social capital.

This is an opportunity for a community-asset rich borough like LB Southwark which has already been successful in a bid for funding from DLUHC for a Partnerships for People and Place pilot. Below we consider what some of the other likely civil society policy drivers could mean for the (re)design of the Council's Community Investment Programme; how your choosing to partner civil society organisations which have strategic importance to the Council reflects the growing sense

⁷ Andy Haldene, the newly appointed CEO of the RSA, is spending 6 months on secondment as an adviser to the Department for Levelling Up, Housing and Communities. He is joined there by Danny Kruger MP whom the Prime Minister commissioned last year to rethink the role of civil society in enabling the country's recovery from the pandemic. [Levelling up our communities: proposals for a new social covenant](#)



that we are entering a new paradigm in which “community power replaces the dominance of remote public and private sector bureaucracies.”⁸

(a) Fostering community action as a source of civic strength in Southwark

Throughout the Coronavirus lockdown mutual aid was a lifeline for many communities across the UK. As the rate and risk of infection from Covid-19 went up, community networks and informal groups were quickly set up to support vulnerable and shielded neighbours who needed help with everyday tasks. Covid-19 Mutual Aid UK records as many as 740 groups having formed within the M25 alone and more than 1,950 in the UK⁹ though other sources claim there are now over 4,000.¹⁰ Discussions with Council officers suggest there are 65 mutual aid groups in Southwark alone.

As we move from the emergency response phase of Covid-19 into recovery, different authorities are now considering what they can do to “retain, restore and/or reinvent” the contribution of these groups; whether they can be sustained in some form as priorities shift and, if so, what is the best way to do this. According to the New Local (formerly the New Local Government Network), it should be the responsibility of local councils to facilitate the groups and help them to evolve claiming that “councils have a significant influence over their viability and success”¹¹. However, there is a fine balance between supporting the groups and controlling them; the value of mutual aid groups (MAGs) is based in their community roots, their informality and flexibility. As such Council support must not remove these elements and instead only provide support or services in areas that the mutual aid groups do not have the knowledge or expertise, such as safeguarding or referrals to statutory services.¹²

Recommendations

- **Funding:** one of the reasons people were available and willing to help out in their communities was because of the support provided by the furlough scheme; people were at home, not

⁸ <https://www.dannykruger.org.uk/communities-report>; Kruger’s argument that we are entering a new paradigm in which communities will come to the fore was also explored in [Civil Society Strategy: Building a Future that Works for Everyone](#), 2018, and New Local Government Network’s [The Community Paradigm](#) – Why Public Services Need Radical Change and how it can be achieved, 2019.

⁹ <https://covidmutualaid.org/local-groups/>

¹⁰ <https://www.thinknpc.org/resource-hub/better-britain/#jump2a>

¹¹ <https://www.nlgm.org.uk/public/2020/mutual-aid/>

¹² <https://www.nlgm.org.uk/public/2020/mutual-aid/>



working but receiving financial support which allowed them to spend time volunteering.¹³

Without financial support tenants and residents are unlikely to be able to commit their time to groups to the same degree. The NLGN recommend that councils should be supported to play a facilitative role with mutual aid groups through “a community support financial package from central government.”¹⁴ It argues that financial support needs to be on offer to avoid participants feeling resentful at working “for the council” without any tangible backing. Other commentators concur that if mutual aid groups are to continue to flourish “we need proper funding” to support them to grow, rather than a push from government to replicate these organisations.¹⁵

- **Providing space:** Despite the importance of social media and online platforms over the last 18 months, as we begin to return to physical interactions and face-to-face meetings, mutual aid groups will require physical spaces in which to operate (potentially co-located with the post-pandemic community hub which many local authorities are keen to retain and use as local bases for enabling ongoing social action and community volunteering alongside community service provision).¹⁶
- **Develop networks:** There is space for local anchor institutions like Southwark’s Settlements to play a facilitatory role in terms of linking up groups with each other. This can be particularly helpful in relation to food e.g. through supporting a local Food Justice Network or a Food Poverty Network. The distribution of food has also been an invaluable entry point into communities of need and a way for local anchor organisations like Pembroke House and Blackfriars Settlement to identify additional wrap-around-support services for particularly vulnerable individuals and families.

¹³ https://www.theguardian.com/society/2020/jul/21/the-big-society-long-gone-sustain-surge-in-lockdown-volunteers-mutual-aid?CMP=Share_iOSApp_Other

¹⁴ <https://www.nlgn.org.uk/public/2020/mutual-aid/>

¹⁵ https://www.theguardian.com/society/2020/jul/21/the-big-society-long-gone-sustain-surge-in-lockdown-volunteers-mutual-aid?CMP=Share_iOSApp_Other

¹⁶ https://www.theguardian.com/society/2020/jul/21/the-big-society-long-gone-sustain-surge-in-lockdown-volunteers-mutual-aid?CMP=Share_iOSApp_Other During the lockdown, all local authorities were required to set up a local Community Hub(s) to coordinate distribution of food and emergency aid.



(b) Enabling civil society organisations to help tackle unemployment

With post-pandemic unemployment levels predicted to rise particularly for certain groups, civil society organisations will be required to take on an increasing role in providing employment-related support services and local employment initiatives alongside statutory-funded job-creation programmes. Kruger recommends that the DWP enable more flexible systems to encourage civil society-led employment programmes, supported by more DWP funding. The review particularly focuses on young people as rising unemployment will disproportionately affect this group.¹⁷

As part of the Prime Minister's announcement of an [Opportunity Guarantee](#) giving all young people the chance of an apprenticeship or in-work placement, the review calls for "a structured programme for young people to serve their local areas in meaningful roles that build their skills and their sense of public duty." This would be funded via the [Kickstart scheme](#), to guarantee the wages of 350,000 young people. The review recommends projects that are organised by VCSOs which might include targeted voluntary services within local schools, hospitals, or involving environmental clean-ups or biodiversity projects. These roles would be substantial, demanding and well-managed, with clear expectations around time commitments, behaviour and goals, giving young people real-world employability skills and expectations. The long-standing Southwark Works programme puts the Council in a strong position to adapt and complement national government initiatives and to build on the substantial funding of VCS organisations (currently £575k per year) through the programme.

Recommendation

- The Community Investment programme should consider how it can mobilise Council assets and initiatives, including Southwark Works and the volunteer strategy to promote and localise national employability initiatives, such as the Opportunity Guarantee and Kickstart programmes across its communities and partnerships

(c) Local authority support for community infrastructure

One of the lessons we can draw from communities' responses to the pandemic is the value of local infrastructure.¹⁸ Across London, there is strong anecdotal evidence that local authorities which had continued to invest in civil society infrastructure despite a decade of austerity measures, were able

¹⁷ https://youthfuturesfoundation.org/wp-content/uploads/2020/04/YFF_NEET_Report51.pdf

¹⁸ <https://www.civilsociety.co.uk/voices/ed-mayo-it-is-a-word-that-government-and-funders-have-avoided-for-year-infrastructure.html>



to mobilise local emergency responses more quickly and effectively. Kruger's report argues that a resilient and sustainable civil society which not only supports but works in partnership and collaboration with other service providers, must be supported by regional and local infrastructure with the knowledge and capacity to enhance this contribution.

The term "infrastructure" can fail to convey sufficiently or clearly the work of organisations like Community Southwark that support local charities and voluntary activities. At its core, infrastructure consists of three things which together provide a backbone of support for community action:

- Knowledge about the community; the local voluntary and community sector; statutory services; and volunteering.
- Capacity to put this knowledge into practice; to mobilise and direct volunteers; to support local organisations and groups to be effective; resources to work with local statutory services to ensure these are well-targeted to communities.
- Connections to enable local organisations to be plugged into the right channels to be useful and effective, including in partnership with local statutory bodies and anchor institutions.

Recommendation

- Given the size of the Council's community investment, we recommend you focus on and prioritise support for local community infrastructure organisations ensuring that they provide added value and reach into different front-line communities, serving as a conduit for the delivery of related/complementary support including employer-supported volunteers, capacity building and related organisational development (see "data" below).

(d) How procurement and commissioning of services can strengthen local civil society and improve outcomes

Government procurement guidance seeks to ensure that money is spent efficiently. This has created highly bureaucratic processes and a tendency to award public-service contracts to larger providers that represent a low risk to commissioners, though not necessarily a high reward to the communities they are contracted to serve. Several measures are under consideration to make procurement more civil-society friendly:

i. A new commitment to 'social value' commissioning

The Social Value Act 2012 requires commissioners of public services to consider the wider social value of bids when awarding contracts, with particular regard given to social, economic, and



environmental aspects. Despite this, just 8% of the public procurement budget actively champions these forms of responsible business practice.

The Government has already signalled a change to public procurement practice to consolidate the gains achieved by the Social Value Act. The Cabinet Office announced in September last year that government departments will use the **social value model** to assess (not just consider) the potential social impact offered by a supplier. The model includes:

- Supporting Covid-19 recovery, including helping local communities manage and recover from the impact of the pandemic
- Tackling economic inequality, including creating new businesses, jobs and skills, as well as increasing supply chain resilience
- Fighting climate change and reducing waste
- Driving equal opportunity, including reducing the disability employment gap and tackling workforce inequality
- Improving health and wellbeing and community integration

There is hope that this will open a more level playing field for SMEs and VCS organisations to bid for contracts. Large VCSOs with supply chains should emulate this model where they are not already. They should also exploit existing rules, such as the Innovation Partnership model which encourages commissioners to work with potential providers to co-design service contracts ahead of their procurement.

ii. **A Community Power Act, creating the ‘Community Right to Serve’ by which community groups can challenge for a role in the design/delivery of public services**

The central purpose of A Community Power Act is to affirm ‘the right of ordinary people to effect meaningful change in their own neighbourhoods’. The Act would have two key provisions. The Community Right to Serve would allow incorporated resident groups, groups of employees, local charities, or social enterprises to lodge a claim to be involved in the design or delivery of a public service. “Community Improvement Districts” would have greater freedoms and responsibilities in developing new models of social and economic policy.¹⁹ These are substantial changes that

¹⁹ LB Southwark is already home to three Business Improvement Districts which support local community organisations, including via small grant programmes. Team London Bridge recently produced a [Responsible Business Plan](#) which is at the heart of its new 5-year programme of community investment in the area, focusing on how local decisions and action by business contribute to global sustainable development goals. See also: [Strange Bedfellows? BIDs and Civil Society](#)



resonate with Southwark Council's desire to embed services in neighbourhoods. They represent moves toward new models of direct democracy and devolved autonomy by local communities.

Recommendations

- The Council should support partner organisations to maximise the social value from services they deliver in Southwark's communities. Not all social value is readily quantifiable in terms of pounds and pence; maximising investment is important but measuring social value should be an outcomes-focussed process potentially linked to an updated co-designed and owned "community outcomes framework."
- The Council should consider the four aspects of the social value model – supporting Covid-19 recovery, tackling economic inequality, fighting climate change, and driving equal opportunity – when assessing applications for its Community Investment.
- The Council should stipulate that funded organisations demonstrate co-production with tenants and residents. This supports real-time understanding of the needs and gaps in community provision, as well as providing a live community evidence base on which future community investment can build (see (f) Data).

(e) Maximising place-based philanthropy and support for Southwark communities

The pandemic has spawned unprecedented levels of collaboration between funders and community investors which have generated real efficiencies for VCSOs and funders alike. The London Community Response, for example, brought together more than 60 funders from across the public, philanthropic, business and social investment sectors to provide a collaborative funding hub for London's civil society. This distributed more than £50m of grants to civil society groups across the capital, and its backers are now planning a longer-term funding vehicle ("Collaborative Action for Recovery").²⁰

Locally, several members of the Southwark Funders Forum came together to set up a dedicated Southwark Community Response Fund (SCRF). Contributions were also secured from developers and corporates. This fund was aligned to the London Community Response and all applications made through the central portal. At a local level the fund was managed by United Saint Saviours Charity which also contributed £150,000. Other local contributors included Peter Minet Trust (£50,000), Southwark Charities (£75,000), Guy's and St Thomas' Charity (£250,000), St George the Martyr (£25,000), British Land (£20,000) and Womble Bond Dickenson (£3,750). A crowdfund

²⁰ London Funders: [A Proposal for Collaborative Action for Recovery \(CAR\)](#), November 2021



campaign, administered via Spacehive and supported by the Council, generated nearly £20,000 from individuals and local businesses. By mid-summer 2020, the pooled fund amounted to over £590,000.²¹

The opportunity to think in terms of systems rather than individual institutional interventions is clear from these collaborative approaches, which provide the mechanism to:

- spread risk when funding innovation
- maximise the value of investments in civil society where no single sector or funder can shoulder the cost
- provide more efficient forms of finance (such as pooled grants where cost savings are achieved throughout the grant funding cycle of application, assessment -including shared due diligence - and delivery) than the traditional funding system
- achieve added value and synergies from funder collaborations, including shared learning to make for more intelligent funding and community investment.

Recommendations

- The Council should consider how best to align if not pool elements of its Community Investment programme where appropriate with other community/issue-based funders in order to harness the benefits and value from collaboration. Locally this could be via the Southwark Funders Forum / [Southwark Giving](#) and/or with relevant national funders (eg [Youth Futures Foundation](#) on tackling youth unemployment in communities through enhancing infrastructure; [Good Things Foundation](#) for tackling the digital divide and upskilling poorer communities).
- The Council should map its proposed programme investments in the context of the government's Levelling Up agenda, future programmes and funding which prioritise left-behind communities; this will open up sources of potential match funding and complementary sources of community investment like the [Partnerships for People and Place pilot](#).

(f) Harnessing data and technology to measure the social and economic value of the sector (and of the Council's investments)

Data - its collection, analysis and application – has become more crucial than ever in driving policy, targeting interventions and promoting systems change. Kruger's review notes, civil society organisations should be part of a wider effort to “enable proper indexing of community strengths and assets [...] overlaid on existing data around deprivation.” This has the goal of changing from “using old data to prove an intervention, to using real-time data to continuously improve service

²¹ See: Southwark Community Response Fund, April-September 2020 – Final Report;



delivery.” The collection of data is important not in and of itself, but for how it contributes to the functionality of civil society and its interplay with government agencies, local authorities and service providers. However, with charities’ confidence in their ability to use digital technology plummeting, it is more important than ever to justify requirements of local VCSOs to collect meaningful data.²² Anchor institutions, including local authorities, should begin to shape how data is collected and rationalised at a local level, making efforts to understand and share knowledge about the data landscape and working with partners and enabling smaller VCSOs to do so.

In section 3 of this report, we have discussed the potential of LB Southwark’s online funding portal to collect data that will build understanding of the equity of its funding processes (through collection of equalities data piloted on Black History Month funding applications) and the impact of its funding (through the outcomes data collected from projects funded through the Common Purpose programme).

Recommendations

- Data sharing agreements should be outlined as standard for large grant-funded organisations. There should be a focus on ensuring that data collection processes between the Council and local partners/other funders cohere, with a shared understanding of, and joint reporting on, a particular community’s needs and outcomes
- The Council should use the reframing of its Community Investment programme as an opportunity to rationalise and standardise data collection processes with partner organisations, and where possible, support smaller VCSOs to develop and implement data processes that are GDPR-compliant and contribute to continuous service improvement

²² <https://www.thinknpc.org/resource-hub/state-of-the-sector-2020/>



Appendix

Detailed case studies

Preston City Council – Community Wealth Building		
Local Authority Area: Preston		Population: 114,300
Examples of: Community wealth building and maximising social value		Relevant KLOEs: Reducing inequality Social value
Preston is an early adopter of the community wealth building (CWB) approach having implemented their first strategy in 2011 working in partnership with Ohio State in the USA. A key component of the CWB strategy has been implementation of ‘progressive procurement’ across the local authority and anchor institutions. This has included: • Spend analysis in partnership with CLES • Development of an anchor procurement practitioner network • simplifying the procurement process, • breaking large contracts into smaller ones where possible, • leveraging social value, particularly local supply chains A spend review of procurement activity identified an increase in Preston based spending from 5% (2012/13) to 18.2% (2016/17) an additional £74,750,000 retained within the Preston economy. Preston has particularly leveraged the Social Value Act in implementing CWB. This has included: • Including a community benefit/social value policy within the Local Plan to encourage all developments above an agreed threshold to maximise social value • Ensuring that all qualifying new housing developments deliver an Employment and Skills Plan • Seizing new funding opportunities, including central government programmes, for apprenticeships, training and skills development		



- Building on the experience of partnership working with voluntary, community and faith groups during the pandemic to support the further development of this sector
- Engaging with representatives of civil society including the newly formed Preston Chapter of Citizens UK and local trade unions

Other actions relating to CWB taken by the City include:

- Paying the [Real Living Wage](#);
- Facilitating the [Community Anchors: A Co-operative Recovery programme](#). Providing targeted support for Preston's BAME community
- Working with the University of Central Lancashire and Preston Co-operative Development Network (PCDN) for a [cooperative development project](#) funded by the Open Society Foundation (OSF)
- Progressing plans with Liverpool City Council and Wirral Council for the establishment of a [North West Mutual](#) bank.

Preston's second CWB strategy can be found [here](#)

Bristol City Council – funding to support social and economic impact

Local Authority Area:
Bristol

Population:
463,400

Examples of:
Local authority investment in VCSE for reducing inequality.
Asset Based Community Development

Relevant KLOEs:
Reducing inequality
Social and economic impact
of funding

Bristol is a diverse city with around 45 religions, 187 counties of birth and 91 languages spoken ([BSWN 2019](#)). Bristol is delivering a [Local Access Partnership](#), a £2.7m 10-year programme of investment funded by [Access](#) and [Big Social Capital](#). The Local Access Partnership aims to support and invest in social enterprise in communities experiencing inequality with key objectives of making Bristol's social economy more diverse and create greater social and economic impacts. The programme includes a [social enterprise incubator](#) for Black and Asian social entrepreneurs delivered by BSWN, with an accessible and light-touch application process.



In 2017 the [Bristol Impact Fund](#) (BIF) was formed through the amalgamation of eight different council grants. This has provided grants to 70 organisations to deliver projects reducing inequality in areas including:

- Reduce disadvantage and inequality
- Improve health and wellbeing
- Increase resilience

Funding has been a mixture of four-year funding as well as smaller 18 month grants to support development and testing of ideas within diverse communities. An [impact evaluation](#) in 2019 identified that the grant programme had, to date, unlocked an additional 67% in match funding, and utilized 7,000 volunteers.

Consultation for the second round of the BIF (£6.4m over four years) is on-going with the city seeking feedback from the VCSE on the goals of the fund, monitoring and evaluation and overall approach. Priorities for this second round of funding are enabling those communities experiencing the greatest inequality to:

- Self-organise and pursue collective priorities
- Access trusted, empowering support
- Build strong organisations taking forward community priorities
- Collaborate and bring about meaningful changes

Since 2019 Bristol's [Community Development Team](#) have been taking an Asset Based Community Development (ABCD) approach with 12 neighbourhoods, three of which were dedicated 'learning sites' in which a worker has spent three days a week in the community building trust and connecting people with their communities through. Achievements have included community ownership of a library due to be closed, community organised sports events and the establishment of a [community market](#) (see the full report [here](#)).

Plymouth City Council – cultivating community assets

Local Authority Area:
Plymouth

Population:
262,100

**Examples of:**

Economic regeneration through cooperative and community owned infrastructures.
System change through contracting with VCSE organisations differently
VCSE capacity building

Relevant KLOEs:

Partnership working
Supporting community infrastructure

Plymouth City Council (PCC) has been identified by [New Local](#) as an example of a local authority enhancing local resilience through 'cultivating' community assets. Plymouth's strategic action plan '[Doing it Ourselves](#)' aims to improve local economic wellbeing through doubling the local co-operative and mutuals sector by 2025. Key features of the plan include:

- Worker owned technology and creative industries
- Community owned infrastructure, particularly in relation to house building and renewable energy.
- Workspace and activities being made available in cultural and community spaces
- Support growing demand for social care services.

This has included the establishment of a Strategic Co-operative commissioning team specifically for the procurement of health and social care.

Plymouth is one of six recipients of the joint Kings' Fund and The National Lottery Community Fund [Health Communities Together](#) funding which aims to develop partnership working between the VCSE, health and local authorities to improve the health and wellbeing of communities. The fund is supporting [POP](#) – the local VCSE infrastructure organisation which aims to build capacity and capability in grassroots VCSEs. Through the Health Communities Together fund POP is working with PCC; the Clinical Commissioning Group, University Hospitals Plymouth; Livewell Southwest and community researchers to increase social connection and improve wellbeing.

Plymouth have also been highlighted by [Catapult](#) and [Human Learning Systems](#) for their approach to meeting the needs of people with complex needs within the city. [Plymouth Alliance](#) is a partnership of seven local VCSE organisations, working alongside local authority, NHS, faith organisations and larger national charities to deliver coordinated support for people experiences addiction and homelessness. PCC and Devon CCG facilitated the alliance through a co-design process with service users bringing together 25 separately contracted services into a single system contracted with a budget of over £600m over 5-10 years to enable change to be fully implemented (see this [briefing](#) for further details).



North Ayrshire Council – Community Wealth Building

Local Authority Area:

North Ayrshire

Population:

134,000

Examples of:

Reducing inequality through community wealth building and establishing an economy based upon wellbeing and inclusion

Relevant KLOEs:

Reducing inequality
Partnership working
Neighbourhood-level services

North Ayrshire is one of the most deprived areas in the UK with one third of children living in poverty, higher than average unemployment rates and a declining population. North Ayrshire Council (NAC) launched Scotland's first [Community Wealth Building strategy](#) in May 2020 and is a useful example of a new CWB initiative, in contrast to the established Preston model. NAC's strategy sets out how the council will work in partnership with local communities, businesses and wider regional anchor institutions to create a fairer local economy to tackle poverty and inequality, embedding a new economic model focused on wellbeing and inclusion.

The strategy includes internal council targets to increase the proportion of expenditure that stays within the local economy and a CWB [charter](#) has been signed by many of the regions anchor institutions. An [expert panel](#) has also been established bringing together national and international expertise around inclusive economies.

Since the development of the strategy NAC has achieved:

- Recruitment of 50 apprenticeships
- Becoming a real living wage employer
- Community grant and community ownership options including community asset transfers
- [Keep it Local](#) campaign

This [video](#) is the NAC's first annual report .



Consultees

We are extremely grateful to the following who gave up their time to take part in the Community Investment Review, whether through completing the on-line survey, taking part in an interview with the consultants or participating in one of the review's four focus groups.

Survey responses were received from:

Time and Talents
 Southwark Day Centre for Asylum Seekers
 Mental Fight Club
 Calm Mediation
 Paxton Green time bank
 Friends of Galleywall Nature Reserve
 SMILEY'S PLAYTIME
 Southwark Pensioners' Centre
 Toucan Employment
 Blue Elephant Theatre
 se5 forum
 Southwark NeedsNotMet
 Leonard Cheshire
 Bermondsey Artists' Group managing Southwark Park Gallerie:
 Link Age Southwark
 The Salvation Army
 Southwark Disablement Association (SDA)
 Holy Trinity church, Rotherhithe
 STAMP Shad Thames Area Management Partnership
 Kineara CIC
 Somali Integration and Development Association
 Blackfriars Settlement
 Somali Integration and Development Association
 community cycleworks
 SUNBEAM
 Rastafari Movement UK
 Love North Southwark



Maintaining Health Partners
 Copleston Centre
 Tideway Sailability
 Edible Rotherhithe C.I.O.
 Vietnamese Mental Health Services
 Downside Fisher Youth Club
 InSpire at St Peters
 Citizens Advice Southwark
 Southwark Council
 Future Men
 Southwark Bahdja Academy
 Bermondsey Street London
 Platform Cricket (THYSF)
 The Purple Ladies
 Zambia WASHE Advocacy Network (ZAWN)
 MOYAW Ltd
 Pempeople / Livesey Exchange
 Friends of Gipsy Hill
 Hestia Housing and Support
 Invisible Palace
 Decathlon
 Latin American Disabled People's Project
 Age UK Lewisham and Southwark
 Southwark Travellers Action Group (STAG)
 Southwark Law Centre

Interviews were conducted with LB Southwark officers and external partners:

Angus Lyon
 Katherine Pitt
 Claire Belgard
 Elaine Gunn
 Forid Ahmed
 Michelle Walker
 Tina Thorley



Palmela Witter

John McCormack

Jess Leech, Rebecca Towers, Rosie Dalton, Beth Penwarden and Rebecca Harkes

Chris Makata-Pralat, Community Southwark

Mike Wilson, Pembroke House

Sarah Thurman, United Saint Saviours Charity

Focus Group participants (1) VCS representatives:

Tina Smith – Volunteer

Liz Ranger – Development of Services at Blackfriars Settlement

Kulne – Lead pastor of Cornerstone Roots Charity

Carleigh Grogan – Skills and Employment Manager at St John's Trust

David Stock – Southwark Disabled Association

Mahua Nandi – Director St Bede House Association

Sophie Wellings – Chief Executive of Link Age Southwark

Tracey Wells – Services Manager for Society in Southwark

Kodwo Mensah Grey-Mills – Community Group Lead for Musicians & Sport

Alison Blackwood – Manager for Southwark Travellers Action Group

Morgan Tume – Youth Centre Worker

Aime Konteh – Board Member for SE5 Forum

Cathy Depless – Southwark Pensioners Centre

Focus Group participants (2) Local Independent Funders:

Rachel Oglethorpe, Peter Minet Trust

Amy Lamont, Newcomen Collett Foundation

Chris Wilson, Southwark Charities

Madeleine Aldridge, Charterhouse-in-Southwark

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Movement Plan

Monitoring report

February 2022

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Executive summary

This monitoring report assesses the delivery of the Movement Plan since its adoption in 2019 to date, it outlines the council's progress against the targets set in the Movement Plan and summarises what we have delivered. The report covers the period of the transport emergency created by the Covid-19 pandemic. This plan thus covers a period of considerable travel changes due to the response by Government, Southwark Council, residents, businesses, and visitors.

This report first outlines the context of the Covid-19 pandemic with profound changes seen in the way business are run, people travel, work and live and it is even challenging the Government's funding and running of public transport. The current reduction in public transport passengers and the corresponding return of driving to close to pre-pandemic levels have obscured many of the transport improvements that have been achieved by home working and our street space measures.

The summary below contains tables of the targets and indicators that have been set out in the Movement Plan for each section (People, Place, Experience) and for each mission an explanation is provided of what we have achieved for the proposed actions.

Tracking our progress

The Movement Plan was adopted in 2019, however certain datasets are not published each year and for some, the latest data available are for 2018. This report contains the most up to date data available at the time of writing, and the baseline used is the data published in the last Transport Plan 2011 monitoring report (2017/18) where indicators were similar. However, to show trends over time some data are published starting from 2015. Some data is missing at the time of writing because it is not available yet.

PEOPLE We monitor	How often people travel and what mode of transport they use	How healthy people are – Mental wellbeing	How healthy people are – Physical wellbeing
Our target	80% of people walking, cycling or taking public transport by 2041	Decrease the proportion of people experiencing mental health issues	Decrease the proportion of residents who are overweight and inactive
	Active travel is mainly steady around 77% which is below the 80% target for 2021, However there has been an increase in cycling and a slight reduction in driving mode share. There has been a slight decrease in children walking to school but a slight increase in public transport use.	There is a slight increase in healthy life expectancy for men and a decrease for females both at 64. Anxiety score is increasing to 29% and people with low happiness score is steady at about 8%. Children with emotional disorders decreased in 2017/18 to rise again to 36% in 2019/20.	Adults doing recommended active travel a day are increasing at 45% towards the 47% target for 2021. Percentage of overweight children and adults are quite steady at 42% and 50% which is very high.

PLACE We monitor	How people feel about their local space and how easy it is to walk and cycle	How many people own cars and how often they are used	Use and vibrancy of our town centres and bushiness	Streets in good condition
Our Target	Everyone to feel satisfied with their local area as a place to live	Reduce overall traffic levels	10% reduction in number of freight vehicles crossing into central London in the morning peak.	Maintain 95% of principal road length in good condition
	The proportion of Southwark Residents living within 400m of the strategic cycle network is positively increasing from 18% in 2018 to 49% in 2021 working towards 60%. We do not have trend data for the other metrics.	The annual vehicle kilometres observed in 2018 (684 millions) are below the 2021 target of 696 millions. The number of cars owned is steady and still above the 57,100 2021 target with 58,574 vehicles registered in Southwark in 2020.	There has been a 3% reduction of freight in Central London in 2019/20 and 21% reduction in 2020/21. However, this might reflect the pandemic situation. Data for the other local economy indicators are not available at the time of writing	The proportion of principal road length in poor condition has increased to 11% which bring it to 89% below the 95% target. The emergency hospital admissions due to falls in people over 65 is in slight decline with 2,300 in 2019/20.

EXPERIENCE We monitor	People's experience of being on public transport	Feeling safe and being safe	Equal access (to public transport)	Environmental impact of movement
Our target	Improve bus journey speed by 15% by 2041	Zero people killed or injured on our streets by 2041	Everyone to travel independently and spontaneously	Reduce emissions from road transport
	The average bus speed has increased in 202/21 at 8.6 mph above the 8.2 mph target for 2021. Station usage had dramatically dropped. Both results are influenced by the lockdowns.	Killed and seriously injured casualties have decreased in 2020 to 136 and are on trajectory for the 90 target for 2022. **awaiting data on crime**	The difference between total public transport network journey time and total step-free public transport network is steady over the years.	All emissions (CO2, NOx, PM10, PM2.5) have decreased with latest data on 2019 and are on trajectory to reach 2021 targets.

What we have delivered

During the last two years Southwark has delivered an unprecedented number of measures of all types; spanning walking, cycling, traffic reduction, public space, social distancing and engagement activities. Initial results from these measures are very promising:

- Walking increased significantly in the Faraday ward between October 2020 and October 2021 following the introduction of the experimental Walworth Road measures.
- Cycling doubled in the Dulwich area following the traffic reduction and school's measures and by an even greater quantum on the northern arm of Champion Hill.
- The largest reduction in vehicles occurred in the Dulwich area following the package of traffic reduction and modal change measures.
- The greatest health benefits occurred in the Walworth Road area following its comprehensive transformation. This was due to fewer vehicles and less air pollution in the area, combined with improved traffic flow on the Walworth Road, which created quieter and calmer streets that encouraged more active travel to schools, the high street, and local spaces.
- The benefits to businesses can be seen from the better public realm created in Bermondsey Street with more space for walking and cycling. This short traffic closure has transformed the area by reducing vehicles creating a calmer street where it is easier to walk, chat and cycle, with less air and noise pollution and a small new public space.
- A scheme that received widespread support from the local community was Brunswick Park. It has benefited residents and children by closing through roads to create calmer streets with more socially distanced space.
- The council achieved its highest ever level of engagement to deliver these improvements. With the council attending 764 organised meetings and receiving 11,224 consultation responses, which excluded the Clearview surveys for the three large Guy's and St Thomas' schemes, responses to TMO adverts and call-in periods.



Source: Southwark Council

Monitoring the Movement Plan

The Movement Plan Monitoring Report monitors the delivery of the Movement Plan and our work towards achieving our missions, targets and outputs. This report also includes parking and funding data.

The Movement Plan sets out our approach to improve peoples' experience of travel to, within and around the borough. The plan puts people and their wellbeing at the heart of our policy and sets our vision for the next twenty years (2041). It includes missions and actions to ensure that we meet our vision.

It is based around three broad themes: People, Place and Experience. Each of these describes three missions, and those nine missions in turn set out twenty-three key actions.

People – The healthy choice to be the first choice, we can improve our health, by getting more people walking and cycling.

Place – Reducing traffic is the key way to improve people's experience on our streets, reducing pollution, delay and the space required for motor vehicles. This space will be reallocated for people to use to socialise in or to encourage Active Travel. Supporting our businesses and local high streets to make the most of a changing borough.

Experience – We will continue to improve safety for those moving and working on our streets to create positive experiences. Alongside reducing traffic we will deliver measure to reduce exposure to air pollution. As the borough is changing we work with people to understand and make the most of opportunities and to address challenges.

This Monitoring Plan identifies the progress that has been made to achieving these aims, as well as possible reasons to explain the data that has been observed.



Figure 1, Movement Plan missions

The pandemic context

The pandemic and the national response have caused significant changes to travel in London, as well as placing great stress on our streets, transport facilities and services, highlighting various weaknesses. This section uses recent TfL Travel in London reports to provide an assessment of how the lockdowns have affected people, travel, and modes.

How Covid-19 affected people, their travel and modes

Covid-19 has created profound changes in the way people, businesses and visitors travel, work and live and is even challenging the Government's funding and running of public transport.

Covid-19 caused the Government to introduce three lockdowns and restrictions from 2020 to 2022. During these lockdowns the Government instructed everyone in England to work from home, if possible, with schools and non-essential shops being closed for similar periods of time. The need to travel reduced and so in 2020, it is estimated that 20.3 million trips were made on an average day in London. This compares to 27.0 million in 2019, a nominal reduction of 24.8%. The overall active, efficient, and sustainable mode share for travel in 2020 is estimated at 58.3%, compared to 63.2% in 2019.¹

The immediate pandemic impact from March 2020 is clearly visible in trends. At the low point, London Underground demand was just 4% of normal. Bus demand fell to 16% of normal. Major road traffic, however, was relatively more resilient, falling to 47% of normal. Successive easing of restrictions over recent months were reflected in increasing demand for all three modes, albeit at different rates and to different extents. By November 2021, the demand for public transport overall was around 70% of pre-pandemic levels. On London Underground, the weekly average demand was typically over 65% of pre-pandemic demand. Average weekly bus demand stood at over 75%. Road traffic on London's major roads was typically 95% of pre-pandemic levels. Weekend travel has recovered more strongly than weekdays, with Saturday totals typically achieving 73% of the pre-pandemic demand on London Underground (83% on bus) and Sundays 71% and 80% respectively.²

There has been a relative increase in weekend cycling – typically doubling relative to pre-pandemic levels,

although with large variation, emphasising the increase in 'leisure' cycling. Weekday cycling reflects a large-scale reduction in commuter cycling, in line with other modes, excepting the strict lockdown periods, Santander Cycles (which mostly serve central and some parts of inner London) enjoyed record patronage during the pandemic and continue to see patronage above pre-pandemic levels.³



Source: <https://tfl-newsroom.prgloo.com/news/tfl-press-release-new-tfl-data-shows-significant-increase-in-walking-and-cycling-since-the-pandemic-started>

Working from home caused many people to change to either full-time or hybrid working part-time at home. This also created a big increase in freight due to more home deliveries of food, clothes, and goods. Less commuting led to far fewer public transport passengers, which caused the Government and TfL to cut train, tube, and bus services. It also caused TfL to furlough its signals team so traffic lights could not be changed. Less frequent and convenient public transport services have made it harder to commute for people doing essential jobs and for children traveling to school. Some pupils no longer have convenient public transport services to schools, causing them to be driven to other stations or even all the way, which has increased traffic. Indeed, fewer public transport services at the same price are less attractive for everyone, which could potentially create a spiral of decline.

¹ Transport for London, Travel in London Report 14, 2021

² Transport for London, Travel in London Report 14, 2021

³ Transport for London, Travel in London Report 14, 2021

More home working and less commuting also damages the economic viability of offices and many other attractions in central London like retail, theatres, and restaurants. This emphasises that greater efforts will be required to provide better quality public spaces in neighbourhoods, high streets, town, and city centres so people can confidently return to socialise and activities that make London a special place to live.

The loss of passengers was a major reason for TfL publishing its Streetspace Plan. Launched on 15 May 2020, its main concern was of a car-based recovery because even a slight modal shift would increase traffic congestion, air pollution and road danger. Thus it advocated fast-tracking the delivery of cycling and walking measures on London roads with the potential for creating a corresponding 10-fold and five-fold increase after the pandemic. It included: 101km trial cycle lanes; 89 Low Traffic Neighbourhoods; and 322 'School Streets in the whole London⁴. Subsequently, boroughs produced their own Streetspace Plans and work programmes, with Southwark's being approved by cabinet on 14 July 2020.

The Government's pandemic response to road travel was to instruct all councils to use Experimental or Temporary Traffic Orders. This flips the consultation process to test and refine measures and then consult on them as a quicker and more accurate method than imagining that a consultation plan works exactly as expected or using costly and lengthy traffic modelling. Southwark used Experimental Traffic Orders to largely accelerate its work programme as this was quick and efficient, these measures were beneficial, and it avoided spending on temporary facilities, except for social distancing.



Source: <https://www.ft.com/content/27a1b02c-3188-45ba-b903-923b5f563df2>

The equality challenge of low income poor quality environments and transport facilities

The pandemic has highlighted significant equity challenges. Certain people and places experienced greater exposure to Covid-19 and poor air quality, which resulted in them having higher rates of infection, illness, and death. These 'left behind' places typically have lower quality: buildings, streets and transport facilities, and more people on lower incomes with many jobs that involve physical contact with others. These jobs cannot be done at home and so require people to travel, and as these places have fewer transport facilities these people are more affected by reduced public transport services as they crowd onto fewer vehicles.

Typically such left behind places are post-war developments that were built with fewer and lower quality walking, cycling and public transport facilities as alternatives to driving. They were also built for higher amounts driving at faster speeds, with more road space and parking, which produces greater amounts of air pollution and road danger that reduces healthy Active Travel. These left behind places such as the Old Kent Road require greater investment to 'level them up' to provide similar facilities as occur in other neighbourhoods with healthy streets, spaces, and public transport as alternatives to driving.

Low income areas also tend to have a greater number of people in more vulnerable groups with a higher likelihood of underlying chronic health conditions. These more vulnerable groups to Covid-19 are typically the elderly, Black, Asian, and minority ethnic groups, men, and those with the following chronic health conditions: cardiovascular disease, cancer, hypertension, respiratory conditions, diabetes, and obesity. In other words, the most deprived areas contain people who are the most exposed and at risk from the worst air pollution, which is exacerbated by structural inequalities and racism in our society, the built environment, and its transport facilities.

⁴ Transport for London, Travel in London Report 14, 2021

The equity challenge for pavements and cycle lanes

Researchers at UCL⁵, in collaboration with Healthy Streets and Tranquil City, demonstrated that most pavements in London are too narrow and cluttered, with only 36% of footways being of sufficient width to allow social distancing. Southwark conducted some simple analysis to indicate which places on the highway are most likely to have congested pavements and cycle lanes that require improvements for social distancing. These places include: high density areas, high streets and town centres, transport interchanges, bridges, and tunnels, and where there are concentrations of vulnerable people; typically the young, the elderly, those on low incomes and with underlying health conditions. Please note that other movement places were not considered, such as parks and housing estates. It is worth noting that almost all the places on the highway which require social distancing are found in Rye Lane, which was closed to vehicles. Due to funding limitations Southwark was only able to reallocate road space in certain high streets and beside some schools. Therefore, in future emergency situations, more road space in more locations may have to be closed.

Social distancing measures also suddenly changed the public realm, which tended to create navigational difficulties for people with cognitive and sensory impairments. It was also more difficult for some disabled people to socially distance themselves from others due to their impairment, which required others to be more aware and to make greater efforts than usual. A common requirement from most disabled and older people is for a safe and predictable environment, and effective warning of such changes through appropriate maps, signs and barriers. Disabled people also experienced greater restrictions to using public transport during the crisis due to reduced services. There were even reports of people being refused entry to board certain trains due to the social distancing rules⁶. It should also be recognised that the crisis created much greater challenges for local authorities to rapidly redesign streets and spaces for social distancing whilst considering the needs of all those affected and especially disabled people.

In summary, there are several reasons highlighting the urgent need for the Highways department to widen and declutter constrained locations for active travel and being able to manage all items in the street. For example, high streets, town centres and transport interchanges require essential transport infrastructure of bus stops, cycle and

e-scooter parking, benches and ideally Legible London signs. All other items in the street must be carefully considered by Highways before accommodating them.

Equity, gender, long distance and local trips

Probably the biggest and most illuminating change in travel behaviour during the pandemic was the shift from commuting into central London⁶ to working from home, in what has been called a new localism. This was a change in travel behaviour from a typically male, medium income, long distance, radial commuting using vehicles at the start and end of the day to more female like patterns of many short, local trips on foot or by bicycle throughout the day due to child, family and elderly care. This local travel behaviour is also more likely to reflect that by more elderly, vulnerable and disabled people. Indeed, local travel may now represent the majority of travel behaviour in many neighbourhoods.



Source: <https://urbanhealth.org.uk/insights/reports/health-equity-lessons-from-the-covid-19-pandemic>

Working from home has caused many people to question the time and money spent on commuting, compared to a quality of life with less commuting and spending more time and money at home and in their local shops, schools, parks and community. However, the places where people are more likely to be able to work from home tend to be more affluent areas, with better streets and spaces for walking and cycling and a greater range of local facilities. This again emphasises the importance of addressing equity and for greater investment in the streets and spaces in 'left behind,' low income neighbourhoods.

⁵ <https://www.ucl.ac.uk/news/2020/may/most-london-pavements-are-not-wide-enough-social-distancing>

⁶ CfL webinar 'How can we ensure London's recovery is gender equal?' 7 July 2020.

Jobs at higher risk of COVID-19 infection are defined by the ONS Standard Occupational classification codes, with a score indicating how closely people with those jobs work to other people. The score ranges from 0 – not near people, to 100 – touching. Any occupation with a proximity score over 72 is defined here as being at-risk. The map shows the proportion of residents employed in jobs with a score over 72 and therefore at high risk.

Proportion of people in jobs at risk of Covid-19 infection

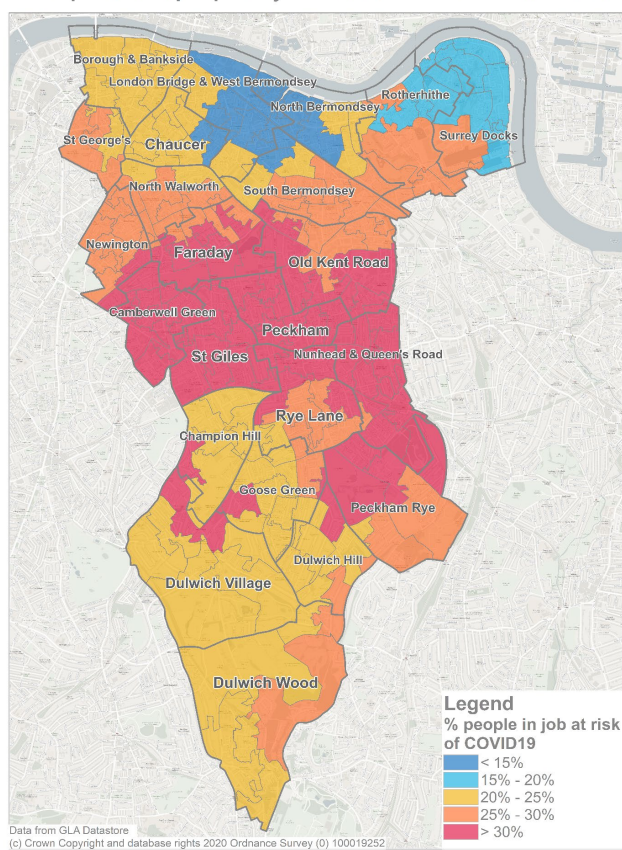


Figure 2, Map of proportion of people in jobs at risk of COVID19 from GLA datastore

This map shows the proportion of people with insecure jobs due to COVID-19. The GLA defines insecure employment as being employed in a job with a temporary contract, working through an employment agency or self-employed in Standard Occupational Classification major groups 6, 8 or 9.

Proportion of people with insecure jobs due to Covid-19

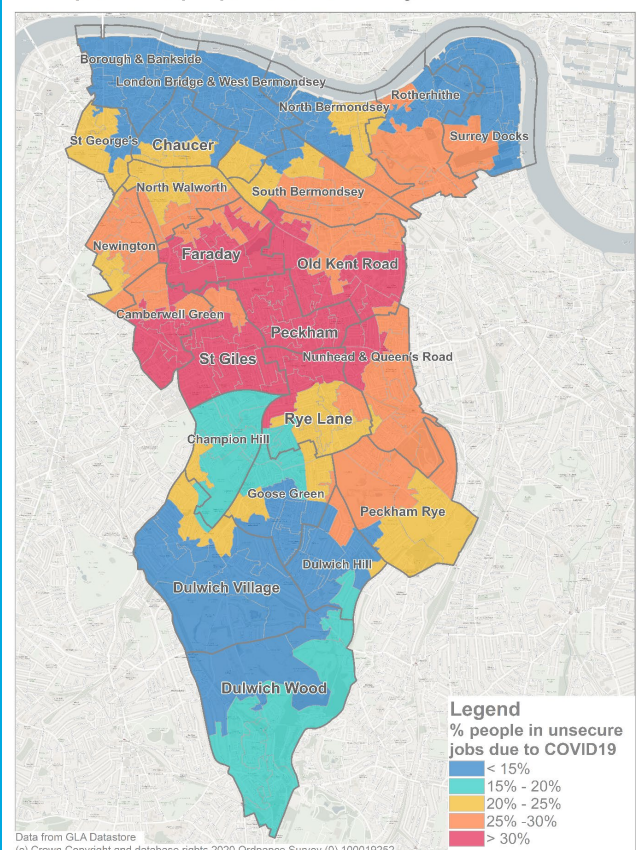


Figure 3, Map of proportion of people with insecure jobs due to COVID19 from GLA datastore

The funding challenge

The loss of passengers and hence revenue from public transport is a considerable problem for TfL because the Government funding model relies on them generating far more of their income in this way than the transport systems in other countries. This has resulted in the Government instructing TfL to spend its cash reserves of over £1bn to continue running its public transport service. The loss of TfL's cash reserves has made them, and hence boroughs, far more reliant on Government funding. This decline in passengers may have also caused the Government to restructure the railways through its review of recent timetabling problems. Changing Network Rail to Great British Railways and the train operating companies now providing a fixed price service with financial incentives to increase passenger numbers, like TfL's public transport model. However, the Government also cut Network Rail's budget by £1bn and continued with this year's rail fare rises, whilst holding down petrol tax and subsidising domestic air travel.

How the pandemic changed Southwark's transport work programme

The pandemic was an emergency that caused TfL and Southwark to rapidly accelerate and adjust their planned work programmes, through the Southwark Streetspace Plan (SSP). The SSP prioritised four main items of work: traffic reduction, increased walking and cycling, increased social distancing and travel planning.

Southwark's experimental measures during the pandemic have started to help people change their travel behaviour with monitoring often showing big increases in walking and cycling. This has been greatly helped by the council's active travel and road safety training programmes. During the early part of the pandemic unprecedented changes in people's travel behaviour occurred with much less driving creating noticeable improvements in air quality, pollution and noise.

Delivering the Movement Plan

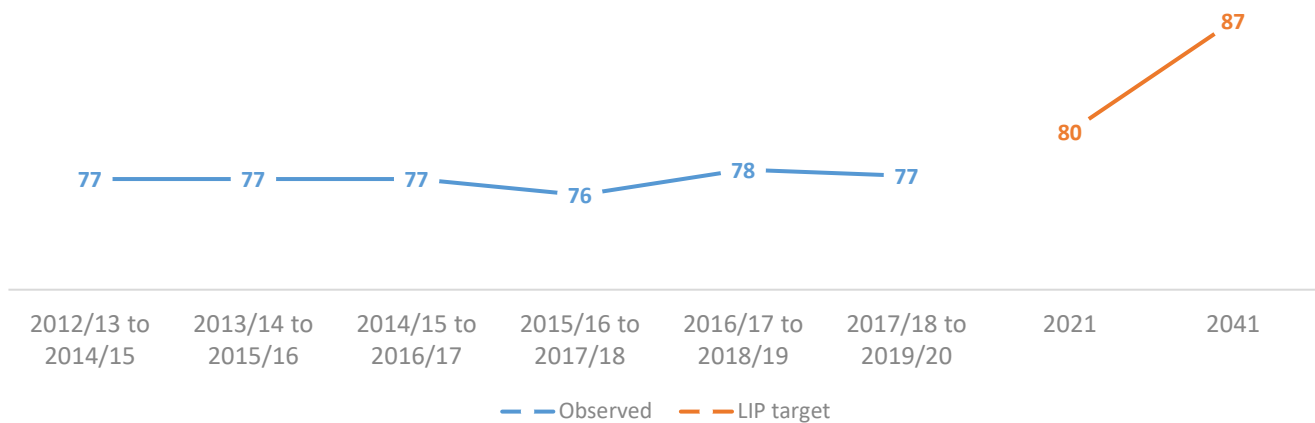
People

We monitor	1. How often people travel and what mode of transport they use
Our target	80% of people walking, cycling or taking public transport by 2041

By measuring

How residents choose to travel (walking, cycling and public transport etc.)⁷

Walking, cycling and public transport % mode share by borough resident based on average daily trips

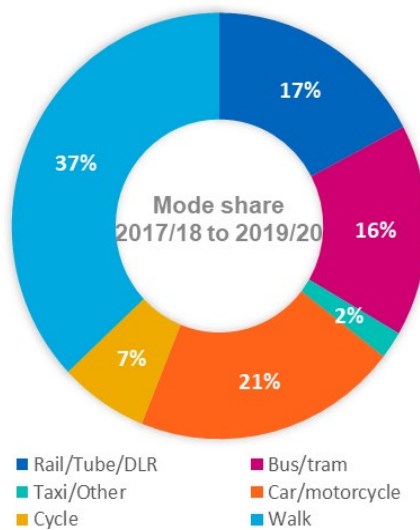
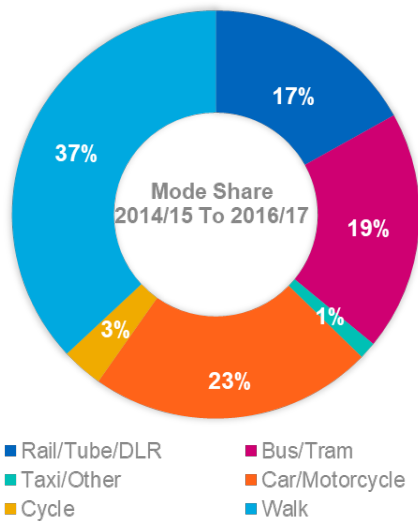


The physical activity guidance of the Chief Medical Officer states that everybody needs to be active every day in periods of ten minutes or more to reach a minimum of 150 minutes of activity per week for adults or 60 minutes of activity per day for children aged over 5 years. Active travel is the main way that Londoners, and especially the impaired, stay active and is the easiest way for people to build short periods of activity into their daily routine. Public Health England Guidance 'Everybody active, every day' shows that building activity into the daily routine through walking or cycling for travel purposes is the most effective means of achieving the recommended physical activity level for the majority of the population.⁸

⁷ Observed data - source: London Travel Demand Survey 2017/18 – 2019/20. The London Travel Demand Survey is a survey of personal travel by London residents, with 8,000 households surveyed each financial year. The survey has been carried out since 2005/06.

Trajectory data - source: TfL Strategic Models, consistent with work for the MTS Evidence Base (2018)

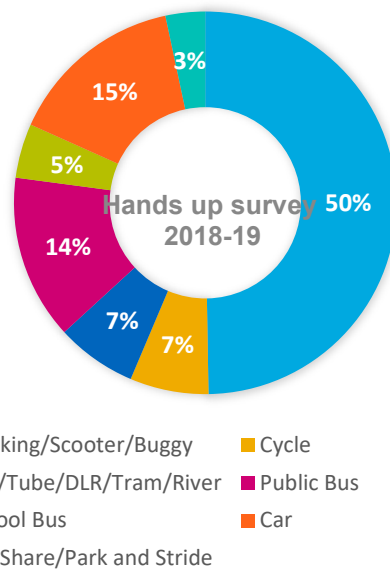
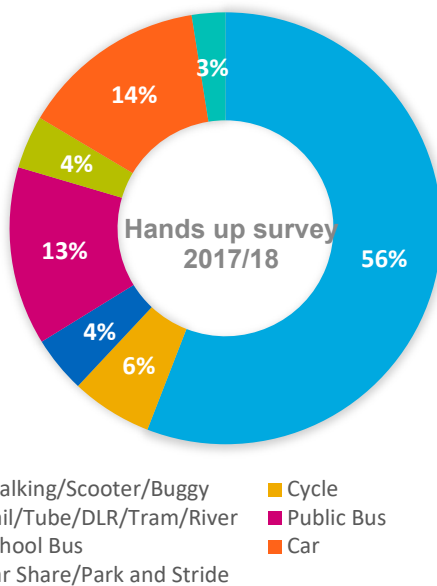
⁸ Transport for London LIP3 MTS outcomes Borough data pack – December 2021



How many trips people make and where from

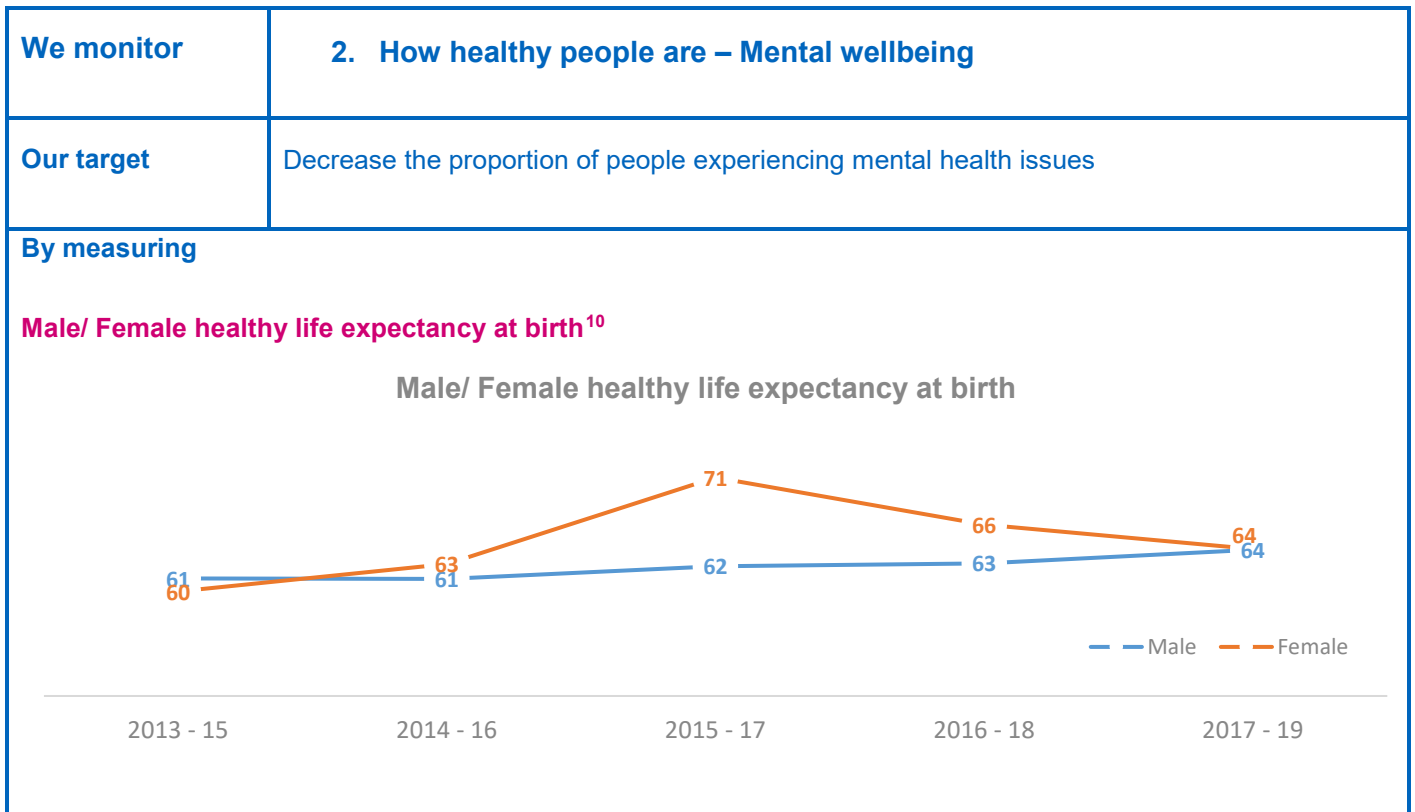
Data about origin and destination of trips not available at the time of writing. Information about this indicator will be reviewed as part of the Movement Plan review.

How children travel to school⁹



No Hands Up Surveys were requested from schools during the pandemic from September 2019 to July 2020. From September 2020 to July 2021 TfL adopted an Interim Accreditation scheme for School Travel Plans again without Hands Up Surveys being required due to the pandemic. For September 2021 to July 2022, Southwark is again working with schools to submit Hands Up Surveys.

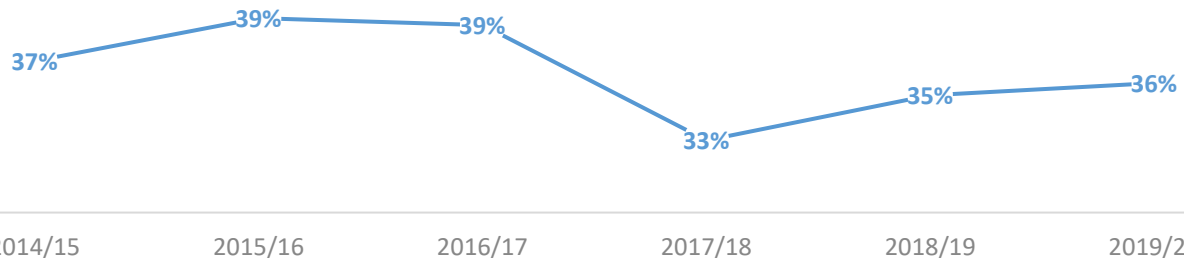
⁹ Southwark Council, Hands up Surveys



¹⁰ Source: Public Health Outcomes Framework (Original source: <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/lifeexpectancyestimatesallagesuk>)

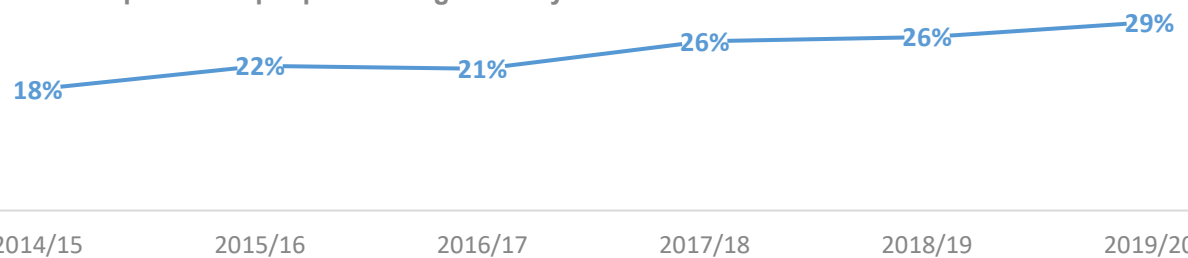
Proportion of 5-16 year olds with emotional disorders¹¹

% of looked after children whose emotional wellbeing is a cause of concern



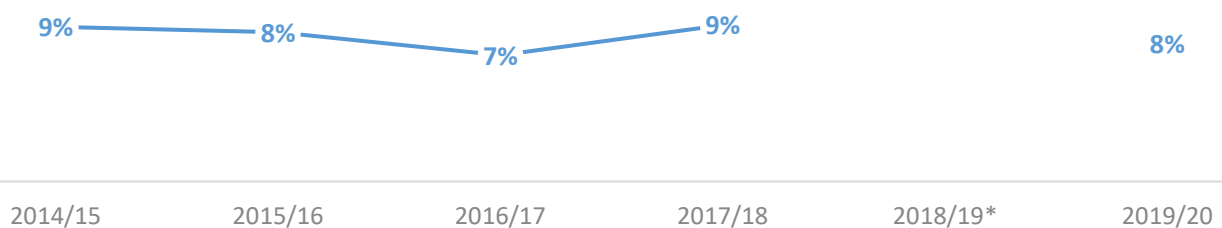
Proportion of people with self-reported high anxiety score¹²

Proportion of people with high anxiety score



Proportion of people with a low happiness score¹³

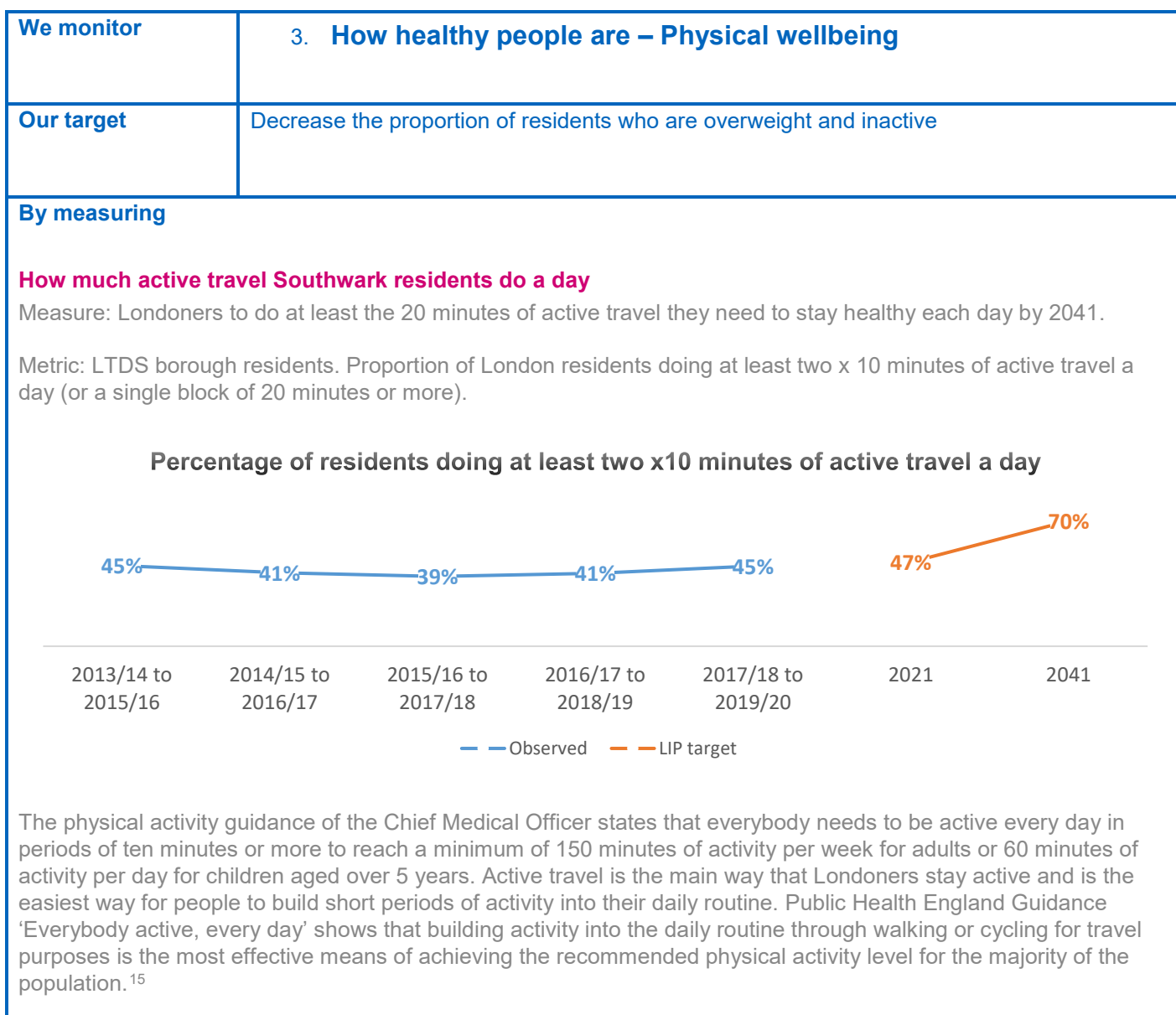
Proportion of people with a low happiness score



Proportion of people who feel able to participate in cultural activities

According to the GLA Survey of Londoners 2018-19¹⁴ 68% of respondents participated in formal culture and events. That is going to the cinema, visiting museums/galleries, going to the theatre/music concerts or attending local community festivals and events. There is no baseline data available on the GLA website.

¹¹ Source: Public Health Outcomes Framework (Original Source: Department of Education)



¹² Source: Public Health Outcomes Framework (Original Source: Annual Population Survey (APS); Office for National Statistics (ONS).)

¹³ Source: Public Health Outcomes Framework (Original Source: Annual Population Survey (APS); Office for National Statistics (ONS).)

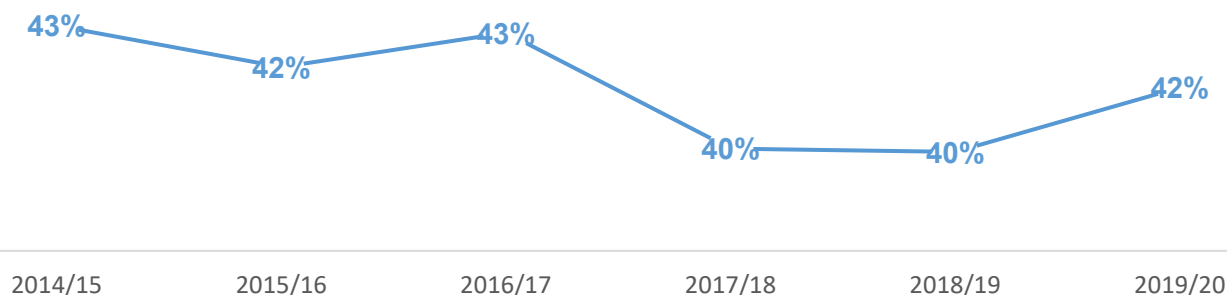
*2018/19 Value cannot be calculated as number of cases are too small

¹⁴ <https://data.london.gov.uk/dataset/survey-of-londoners-headline-findings>

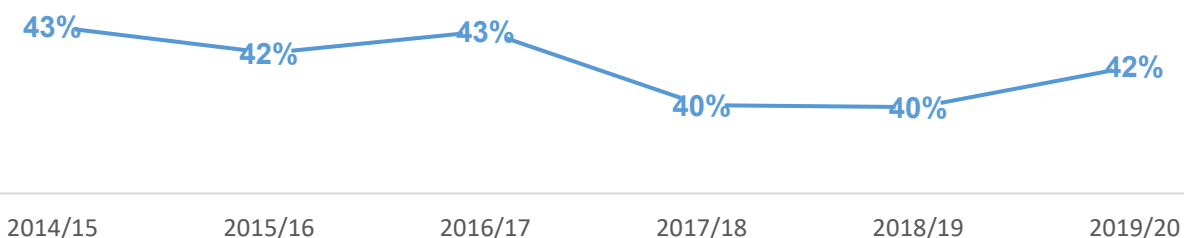
¹⁵ Transport for London LIP3 MTS outcomes Borough data pack – December 2021

Children's excess weight trends (4-5 years old and 10-11 years old)¹⁶

Reception: Prevalence of overweight (including obesity)

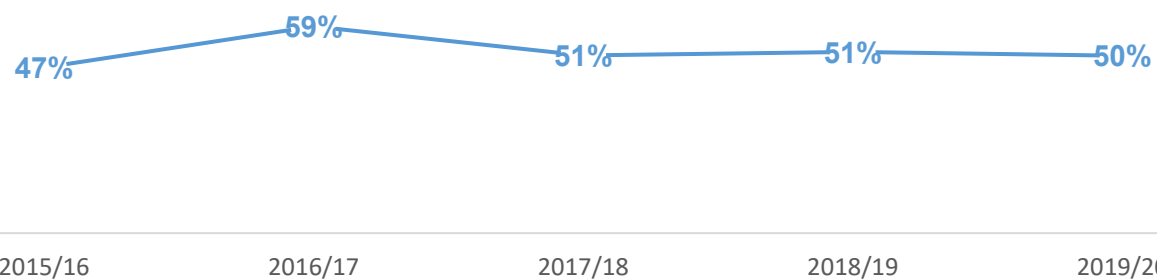


Year 6: Prevalence of overweight (including obesity)



Proportion of overweight or obese adults¹⁷

Proportion of adults classified as overweight or obese



¹⁶ Source: Public Health Outcomes Framework (Original Source: NHS Digital, National Child Measurement Programme)

¹⁷ Source: Public Health Outcomes Framework (Original Source: Public Health England (based on Active Lives survey, Sport England)).

M1 Our equity framework

What we have delivered

Equity framework

The Movement Plan equity framework comprises of six indicators that were identified through collaborative work with the Centre for London. Since the adoption of the Movement Plan, we have further developed our equity framework using specific metrics to help evaluate travel from an equity centred approach. Data from national, regional and local authority statistics was selected if it were available in smaller geographic units (LSOA) than the whole borough so that different areas could be compared. The aim is to update this data (detailed below) annually.

	Affordability	- Residual income after housing and travel costs - Indices of multiple deprivation 0 to 15 year olds living in out of work households
	Connectivity	Public Transport Accessibility Level (PTAL)
	Accessibility	Step free access versus non step free access travel time
	Health and Wellbeing	% childhood obesity % of residents doing 2 x10mins of active travel a day - Demographics - Age (0-15 and 65+) and Black, Asian and Ethnic Minorities
	Air Quality	- N2O. (nitrous Oxide levels) - Schools where N2O. exceeded legal levels
	Safety	- IMD - crime domain - Casualties – Black and minority ethnic groups (BAME), children, female and over 65s

Figure 4, Equity Frameworks metrics

We mapped (using the above metrics) different equity indicators to identify the areas in greatest need in the borough. This produced the composite map of 'priority areas' on the left. It shows which areas in the borough are in greatest need to help prioritise transport schemes. This priority map uses data from indicators for affordability, health, air quality and safety. Connectivity and accessibility are assessed separately.

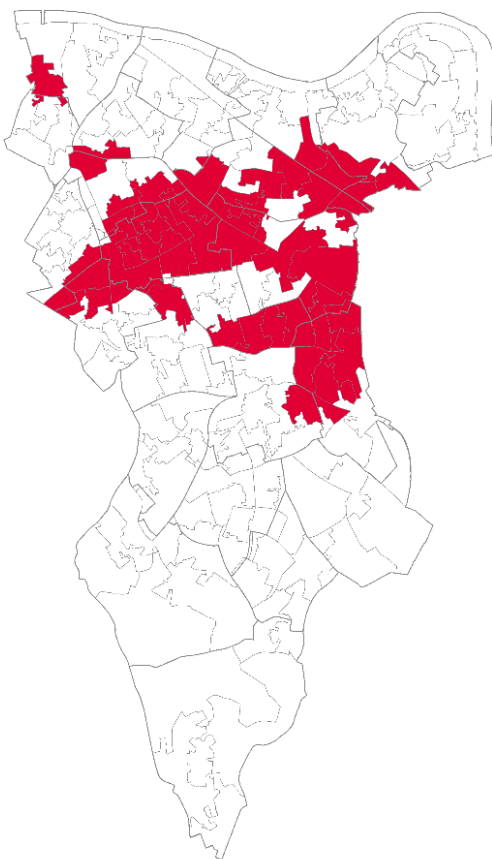


Figure 6, Equity Framework priority areas

Southwark uses the equity framework, alongside more traditional tools such as road safety audits, EqlAs and TfL Healthy Streets checklist, to ensure we take into account a broader range of criteria to improve movement for those areas in the greatest need of investment and improvement. Thus we have devised an equity 'heatmap' which allows a scheme to be scored at its inception to help prioritise it and add weight to TfL funding bids.



Further work to deliver Mission 1

Figure 5, Example of Equity Framework heatmap

- Officers have taken part in Disability Equality training, which is rooted in the Social Model of Disability which states that people are disabled by barriers in society, not by their impairment.
- Provided on demand, an independent training bus programme for young people and adults with learning difficulties. Currently, most of the schools are doing their training independently. Southwark Council works in partnership with Arriva, Metropolitan Police, TfL Travel Mentoring Service, Revenue Protection and Tesco to provide this training throughout the year.
- An ethnographic research project into 'Movement and Disabilities' has commenced. This in-depth piece of work aims to understand and identify the barriers impacting the mobility of different people moving across the borough. The research will incorporate the experiences of people with a broad range of mobility and access requirements.
- The scheme design process also includes an equality impact assessment. This considers the likely impact on different groups to limit the impact on protected characteristics including race, disability and gender.

M2 For movement to benefit mental wellbeing

What we have delivered

Action 1: Reduce noise pollution

- **Considerate constructors scheme.** Southwark is a client partner of the Considerate Constructors Scheme which is an industry leadership group that encourages the continuous improvement of construction practices. Partners are required to register construction projects through to completion and review performance of contractors and suppliers against the code of considerate practice framework.
- **Road closure work.** The work to create better walking and cycling routes by closing roads creates quieter streets by reducing the noise from motor vehicles.

Action 2: Create simple and clear streets

- Maintenance programme.
- **Highways measures.** Intrinsic to all highway improvement measures is to simplify streets to create more space for walking and cycling and to provide simpler and tidier layouts.

Action 3: Create things to see and do in our streets

- **Low Line study.** Advised Team London Bridge, Better Bankside and the Blue to help them develop the Low Line study to provide feasible measures. With interventions under development at Bermondsey Street / Crucifix Lane junction
- **Mermaid Court.** Worked with Better Bankside and the London Art Academy to investigate the feasibility of closing this medieval lane to motor traffic and converting it to a space with things to see and do.

M3 For movement to benefit physical wellbeing

What we have delivered

Action 4: Deliver infrastructure to support active travel

- **Cycleway 4 - TfL.** Supported TfL to help design and deliver this complex scheme on a major transport corridor. Including helping to install cycle hire docking sites along the route.



Source: TfL

- **Lower Road - TfL.** Submitted finalised designs to TfL for their modelling, approval, funding, and soon their implementation.
- **Cycleway 7 (Southwark Bridge Road).** Designed and installed light segregation during the pandemic. Then developed more permanent measures that coordinated with and enhanced the new Blackfriars Low Traffic Neighbourhood.

Source: Southwark Council

- **Cycleway 14 (Meymott Street).** Completed a missing link in the cycle network to connect the Southwark network with Lambeth's.
- **Cycleway 14 (Druid Street).** Liaising with residents to design an extension of Quietway 14 along part of Druid Street. To reduce traffic, improve pedestrian and cyclist's safety and help regenerate part of the Low Line.
- **Cycleway 11.** Worked with Impact on Urban Health and Lambeth to investigate how to better sign the cycle route between the hospitals in both boroughs.



- **Tabard Street.** Investigating improvements to the pedestrian and cycle crossing over Long Lane and updating the public space beside St George the Martyr church to accommodate the growth in pedestrians, cyclists and market activity.
- **Southwark Cycle Spine.** Improving a number of streets along the route. Working with TfL to provide a new signal phase for cyclists from Kelly Avenue across Peckham Road. Early scoping by consultants for different routes in the Burgess Park area.



Source: Southwark Council

- **Cycle hangar programme.** Southwark has accelerated its cycle hangar programme as it aims to double them to 500 by the end of the financial year (April 2022) to provide 3,000 bicycle parking spaces. To move the council closer to the 4,026 requests (as of December 2021) for cycle hangars on Southwark's Commonplace website.

Action 5: Enable people to get active

- **Accessible Cycle Tool (ACT).** Southwark is pioneering this new tool through Wheels for Wellbeing. To maximise the benefits of our fast expanding cycle network by reviewing existing cycle routes to ensure that every type of bicycle and cyclists can use them (e.g., accessible, family and cargo bikes). To make Southwark a more inclusive and accessible cycle borough to a greater number of people.
- Enabling more people to be active through all our work on pedestrian, cycle, and foot scooter training; Schools Streets; cycle infrastructure work and by creating Low Traffic Neighbourhoods.

Action 6: Enable people to stay active

Daily mile. Encouraging children and families to do 15 minutes of walking, jogging, or running together each day.

- **Rotherhithe to Peckham cycle route.** Refining consultant's designs of key junctions along this new route.
- **Clayton Road crossing.** Installed a safer, raised zebra crossing connecting an estate, primary school, and Rye Lane.
- **School Streets programme.** Delivered improvements outside 41 schools across the borough, including 24 timed or permanent road closures and 19 footway widenings.
- **Peddle my Wheels.** Supported this Southwark business that encourages cycling by lending bikes to residents who can later buy them.
- **Cycle Hire expansion.** Funding and working with TfL to identify the best locations for new Cycle Hire sites between Cycleway 4 and Quietway 1 to maximise their use. Then assisting TfL with planning applications and installing them.

Place

We monitor	How people feel about their local space and how easy it is to walk and cycle
Our Target	Everyone to feel satisfied with their local area as a place to live

By measuring

Proportion of Southwark residents living within 400m of the London-wide strategic cycle network¹⁸

Proportion of Southwark residents living within 400m of the London-wide strategic cycle network

Year	Observed	LIP target
2016	17	
2018	18	
2019	27	
2020*	44	
2021	49	60
2041		95

— Observed — LIP target

The Strategic Cycle Network is currently comprised of routes delivered (completed or awaiting wayfinding) through four cycle programmes: Cycle Superhighways, Central London Grid, Quietways and Mini-Hollands. To identify the number of residents living with 400m of our cycle network the borough’s population has been disaggregated to unit postcode level and weighted by the number of domestic addresses recorded against each postcode to give a better geographic distribution of the population.¹⁹

Proportion of adults who feel satisfied with their local area as a place to live

Data about this indicator is not available at the time of writing. Information about this indicator will be reviewed as part of the Movement Plan review.

Proportion of adults who have formally and/or informally volunteered in the last year

According to the GLA survey of Londoners 2018-19²⁰ **30%** of respondents in Southwark and Lambeth participated in **formal volunteering** (respondents were asked 'In the last 12 months, have you done any forms of voluntary work?') and **52% in informal volunteering** (respondents were asked 'In the last 12 months, have you given any unpaid help to a person, such as a friend, a neighbour or anybody else who is not a family member?').

Healthy Street Checklist scores²¹

Healthy Street Checklist scores have been performed for individual schemes and there is no borough wide data at the time of writing.

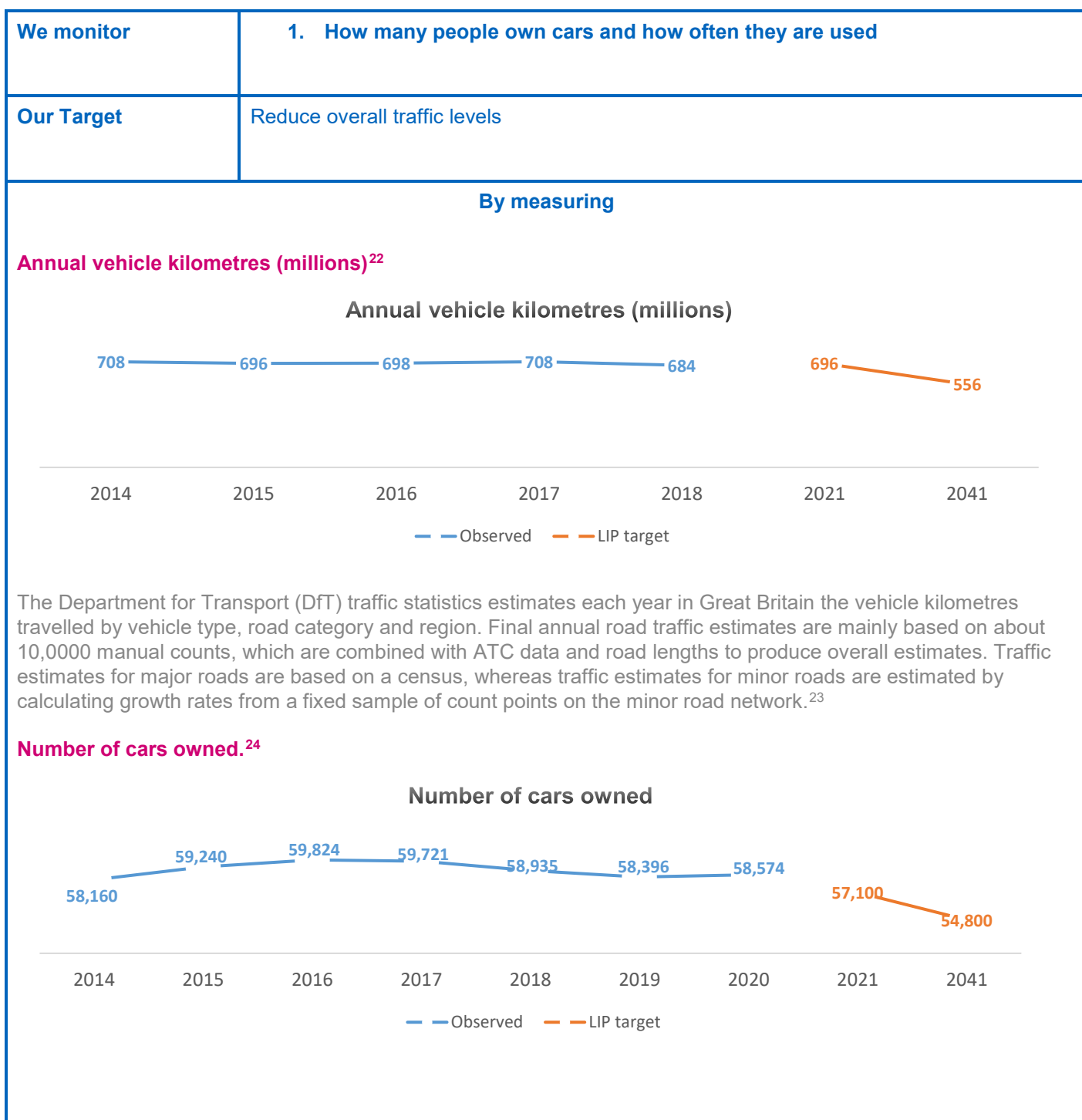
¹⁸ Observed data - source: map maintained by TfL Strategic Analysis and available on TfL's Surface Playbook in the Cycling Information map. *2020 data is up to November 2020 and includes temporary routes as part of the Streetspace for London Plan.

Trajectory data - source: Strategic Cycling Analysis

¹⁹ Transport for London LIP3 MTS outcomes Borough data pack – December 2021

²⁰ <https://data.london.gov.uk/dataset/survey-of-londoners-headline-findings>

²¹ <https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/healthy-streets>



²² Observed data - source: Department for Transport road traffic statistics. *2019 - 2020 figures have not been provided as they are pending further investigation with the DfT, due to revisions to the series following the minor road traffic benchmarking exercise undertaken in 2019
Trajectory data - source: TfL Strategic Models, consistent with work for the MTS Evidence Base (2018)

²³ Transport for London LIP3 MTS outcomes Borough data pack – December 2021

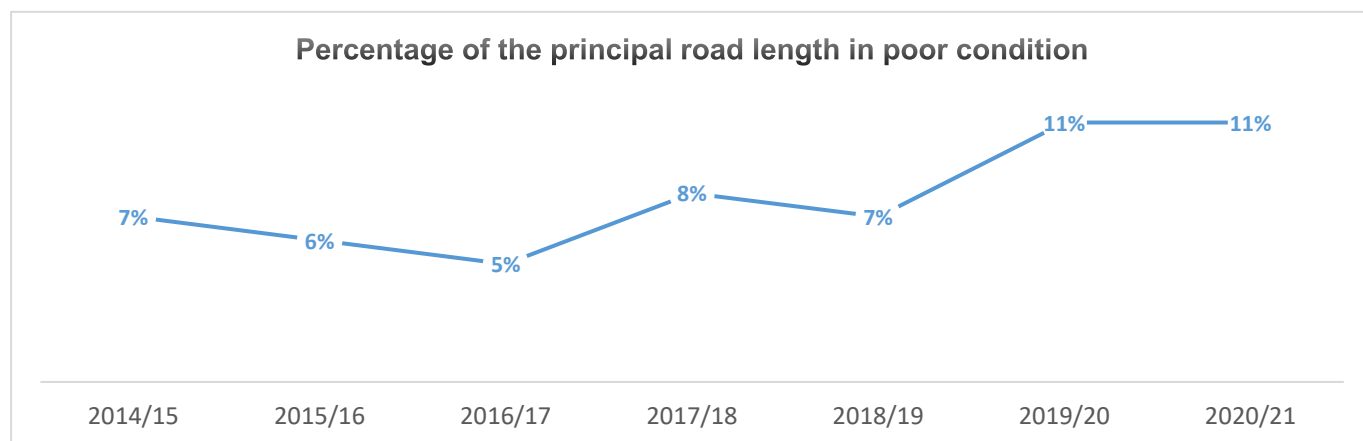
²⁴ Observed data - source: Number of licensed vehicles, all PLG (Private or Light Goods Vehicles) TfL PCOC model
Source: Department for Transport

We monitor	2. Use and vibrancy of our town centres and bushiness
Our Target	10% reduction in number of freight vehicles crossing into central London in the morning peak.
By measuring Vacancy rates for offices and retail space Vacancy rates for shops in Southwark High Streets was 10% in December 2020. Data about trends is not available at the time of writing. Information about this indicator will be reviewed as part of the Movement Plan review. Birth and death of new enterprises Data about this indicator is not available at the time of writing. Information about this indicator will be reviewed as part of the Movement Plan review. Proportion of affordable workspace Data about this indicator is not available at the time of writing. Information about this indicator will be reviewed as part of the Movement Plan review.	

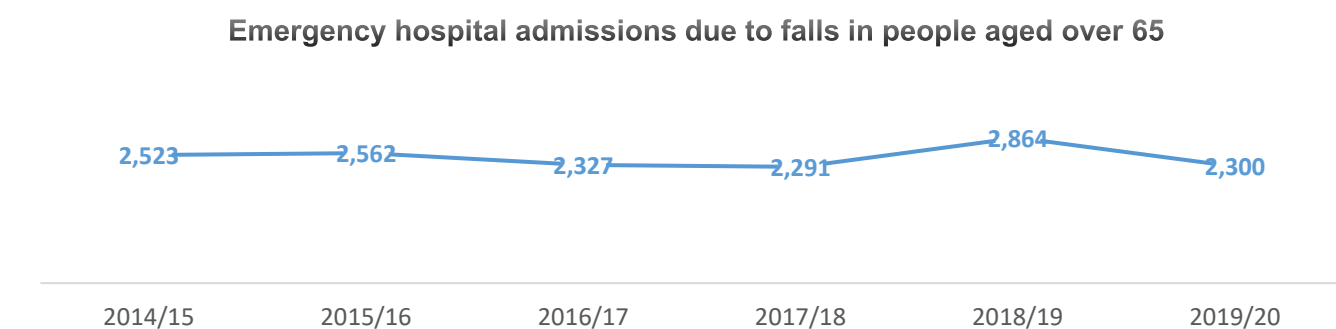
We monitor	3. Streets in good condition
Our Target	Maintain 95% of principal road length in good condition

By measuring

Principal road length in poor condition²⁵



Emergency hospital admissions due to falls in people aged 65 and over²⁶



²⁵ Southwark Council, State of the City and Whole Government Accounting reports

²⁶ Source: Hospital Episode Statistics (HES), NHS Digital for the respective financial year, England. Hospital Episode Statistics (HES) Copyright © 2020, Re-used with the permission of NHS Digital. All rights reserved. Local Authority estimates of resident population, Office for National Statistics (ONS) Unrounded mid-year population estimates produced by ONS and supplied to the Public Health England

M4 Reduce traffic

What we have delivered

Action 7: Reduce the number of cars owned in the borough

- Since 2018 Southwark implemented **six new Controlled Parking Zones (CPZs)**: Thorburn Square (TS) and Dog Kennel Hill (Q) in 2018; North Peckham (R) in 2019; Peckham West, South East Bermondsey (SEB) and East Dulwich (ED) in 2020. Currently the total number of zones in the borough is 30 which has increased its coverage of the borough from about 50% to 59%. Some zones have been reviewed with an extension of hours (such as zone G – Bermondsey) and a new zone in Rotherhithe is being implemented after consultation in 2019. The council consulted on creating the Old Kent Road zone and the Trafalgar Zone extension in 2021.

- Car club model changes. The council continues to provide residents with a choice of three car club companies that offer vehicles that return to their parking space, to park in a few streets in a neighbourhood, or anywhere in the borough. Planning for next contract to offer greater services and efficiencies.
- Enabled alternative modes to driving by funding Cycle Hire expansion and trialing E-scooters in the borough.

Controlled Parking Zones

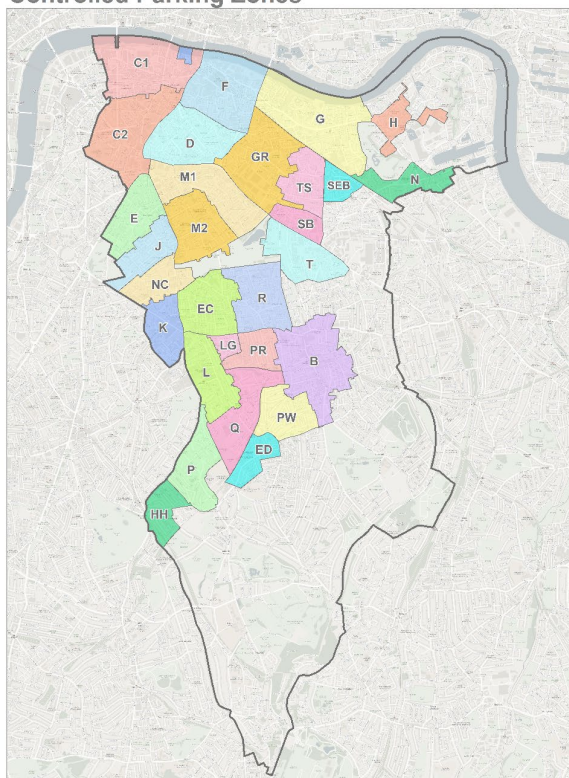
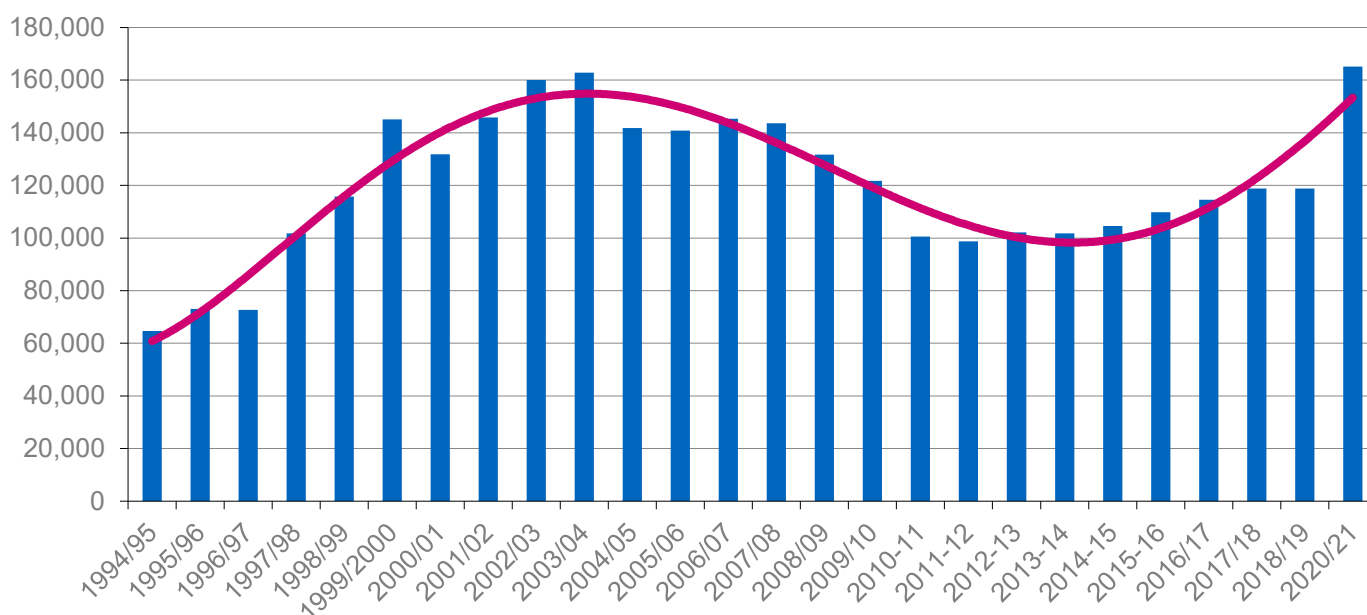


Figure 7, Operational controlled parking zones

Parking report

Parking controls are required to allocate space fairly and are an important traffic flow and demand management tool, improving safety, accessibility, servicing, and ensuring appropriate use of the highway network. Enforcement activity aims to keep traffic moving, minimise obstructions, safety hazards and encourage compliance with the regulations. 2020/21 represented the 26th year of decriminalised parking and traffic enforcement in Southwark

Figure 8, 1994/5 to 2020/21 26 years of decriminalised parking & traffic enforcement in Southwark



Penalty Charge Notices

Total penalty charges notices

Figure 9, Penalty Charge Notices Issued

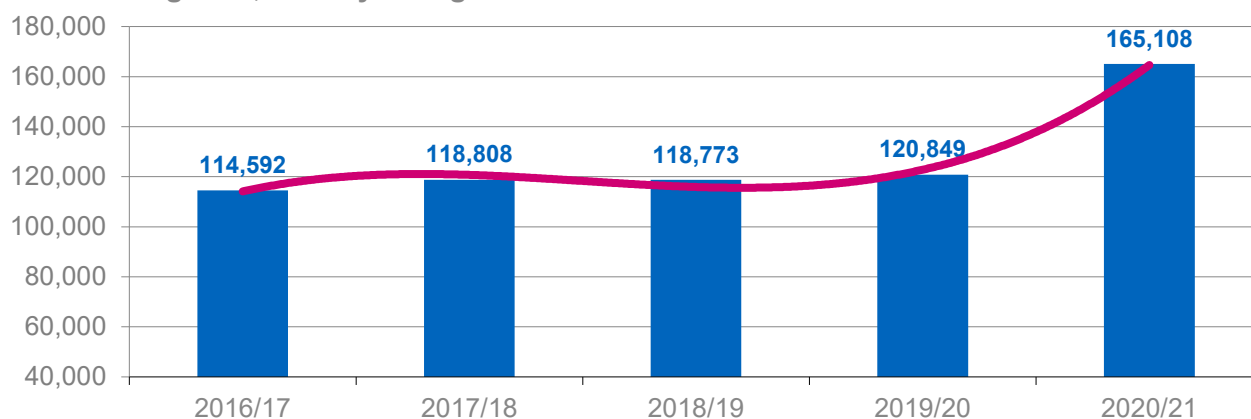


Figure 10, PCNs contravention by location

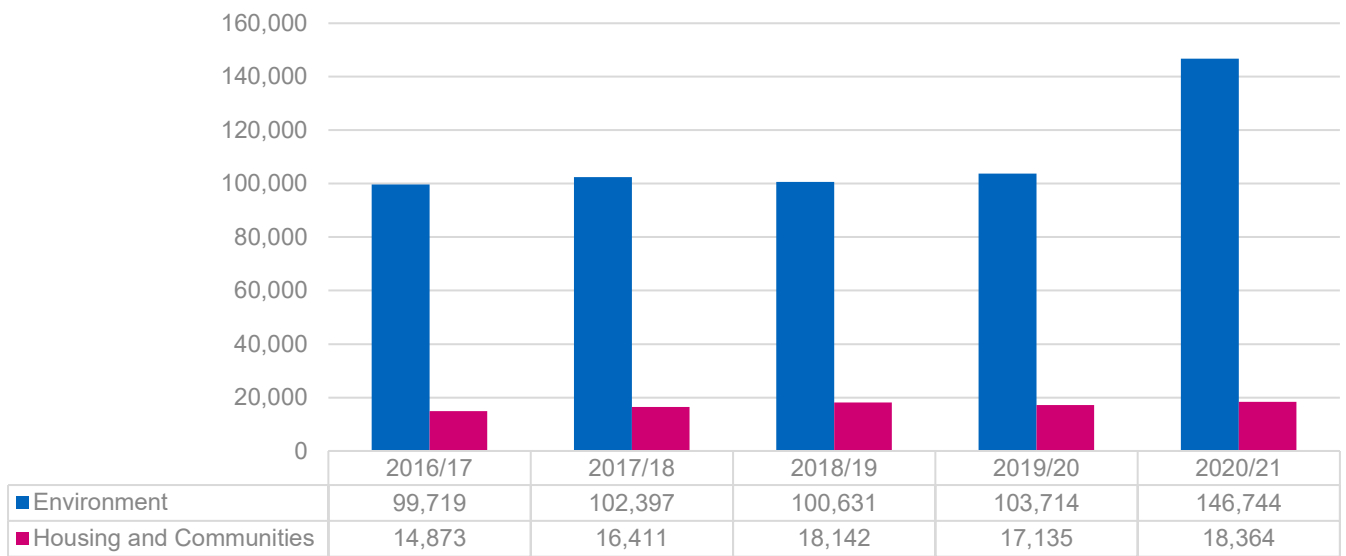


Figure 11, PCNs by charge band

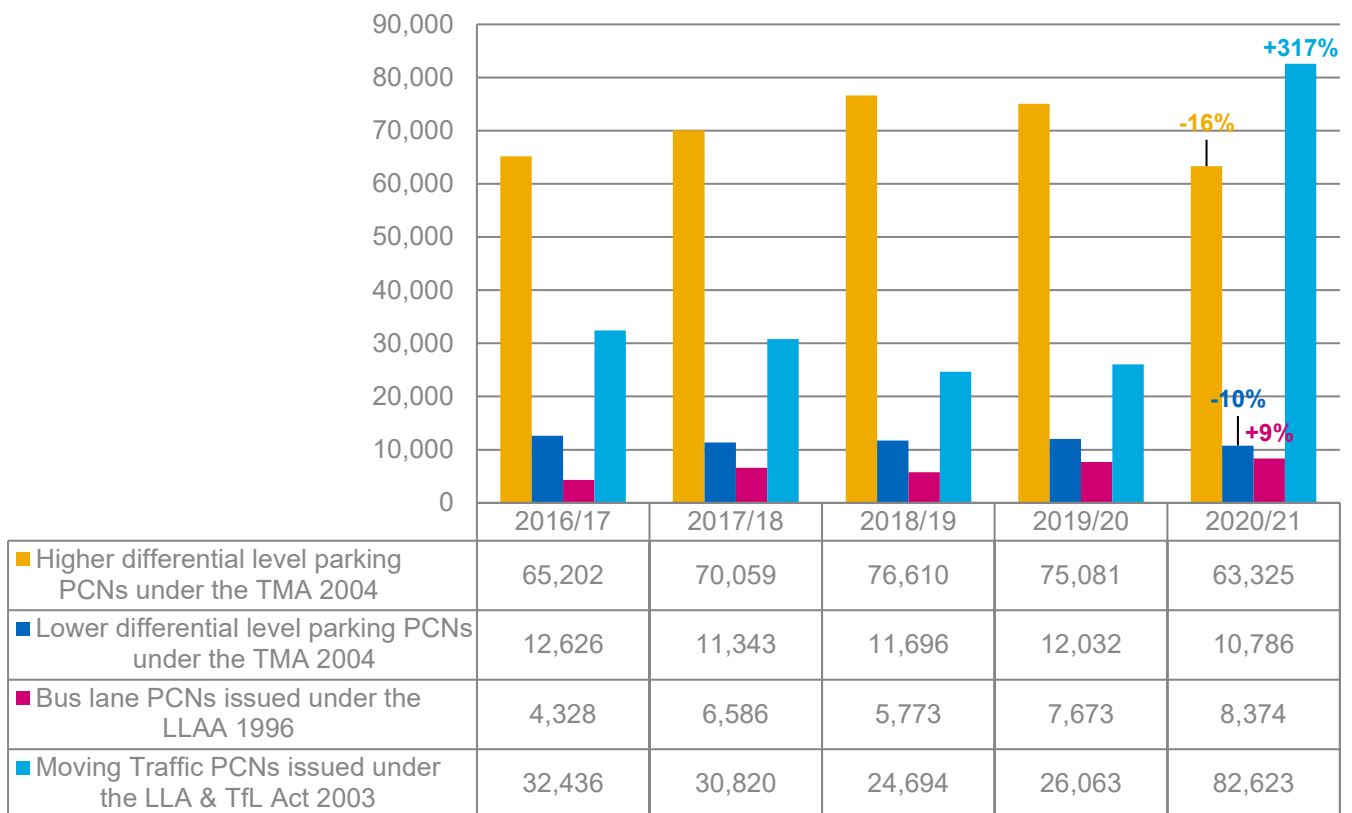


Figure 12, PCNs by contravention type

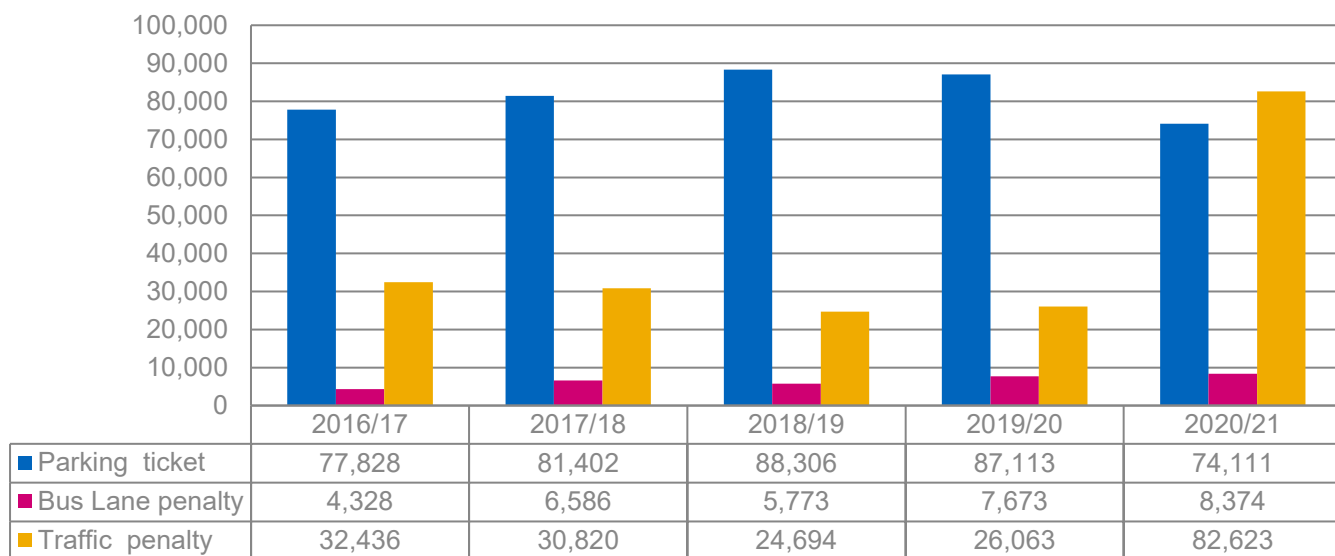


Figure 13, Number of PCNs issued by source

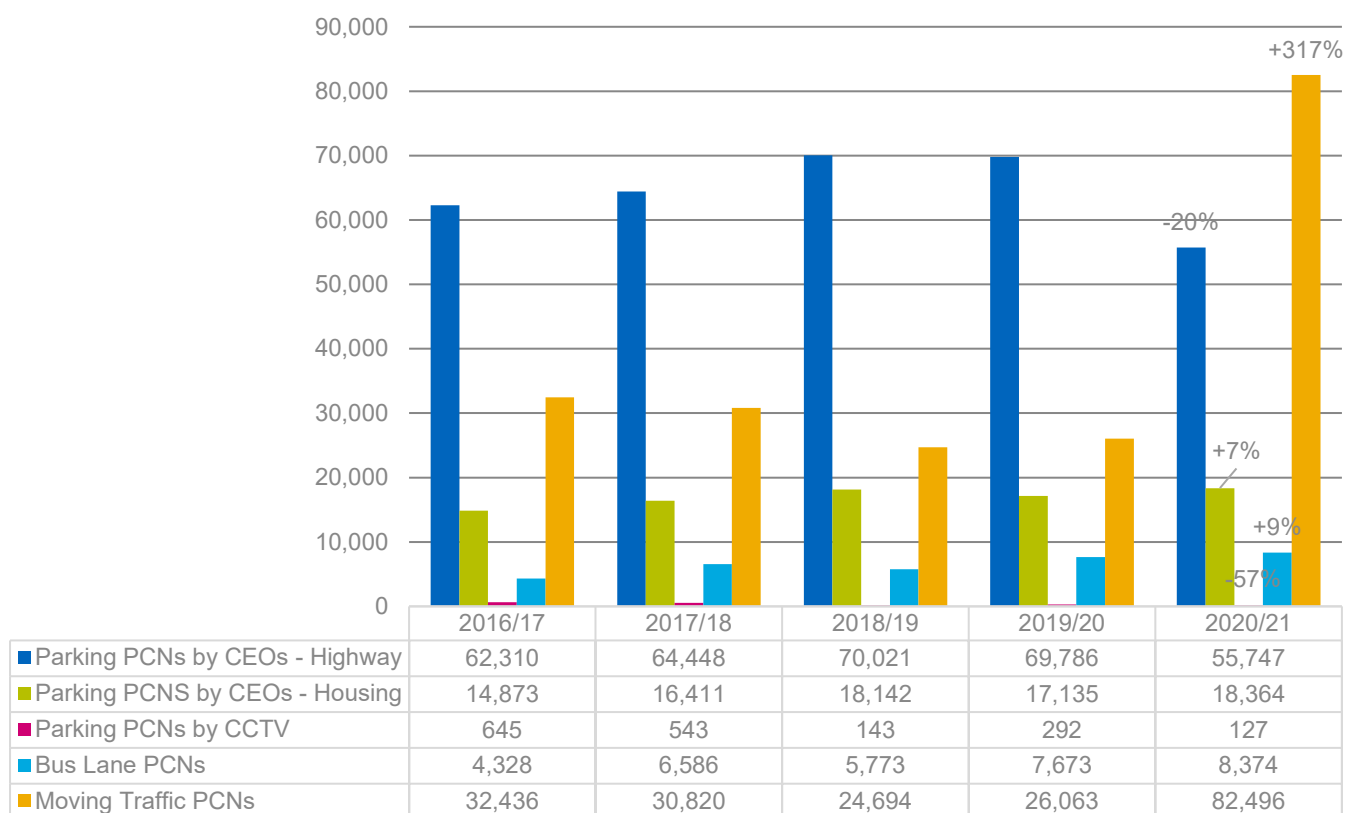


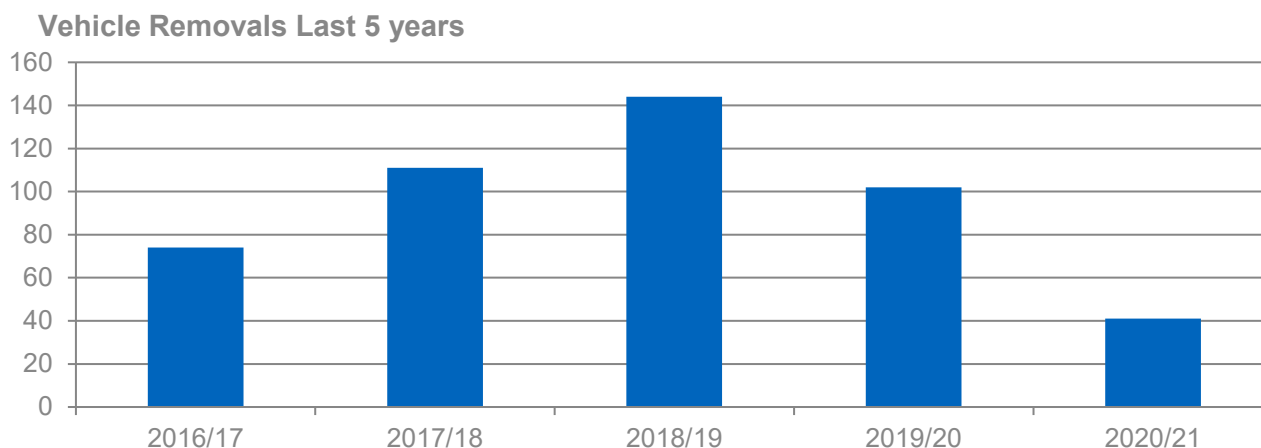
Table 1. Penalty Charge Notices outcomes for the last five financial years

	2016/17		2017/18		2018/19		2019/20		2020/21	
Total PCNs	114,592		118,808		118,773		120,849		165,108	
Number of PCNs paid	82,514	72.0%	84,041	70.7%	86,481	72.8%	85,097	70.4%	114,753	69.5%
Number of PCNs paid at discounted rate	67,658	59.0%	70,498	59.3%	69,050	58.1%	65,506	54.2%	92,254	55.9%
Number of PCNs which have had an informal or formal representation made	23,872	20.8%	23,623	19.9%	22,536	19.0%	25,896	21.4%	33,969	20.6%
Number of PCNs which been cancelled as a result of informal or formal representation made	6,242	5.4%	6,817	5.7%	5,082	4.3%	9,749	8.1%	9,392	5.7%
Number of PCNs appealed to the parking adjudicator	638	0.6%	514	0.4%	548	0.5%	460	0.4%	560	0.3%
Number of PCNs cancelled as a result of parking adjudicator appeal	154	0.1%	116	0.1%	147	0.1%	134	0.1%	150	0.1%
Number of PCNs cancelled for other reasons	8,068	7.0%	8,325	7.0%	14,371	12.1%	6,701	5.5%	5,281	3.2%
Number of PCNs where processing has concluded	12,647	11.0%	11,687	9.8%	12,377	10.4%	23,040	19.1%	23,054	14.0%
Outstanding PCNs	4,967	4.3%	7822	6.6%	740	0.6%	92	0%	16,442	10%

Highway's removal activity

Data in figure xx clearly shows an increase in vehicles being removed in previous years, which declined from 2019/20 and during the pandemic due to the reduction in the amount of driving.

Figure 14, Vehicle removals 2016/17 to 2020/21



Funding

Like many other organisations during the pandemic, the council has been operating on reduced funding and increased costs. It continues to work hard to find smarter ways of working, but fewer resources have an impact on what can be achieved. Southwark Council's key sources of funding for the Movement Plan include TfL, planning obligations (section 106) and the council's own budget. This work includes the borough's improvement programme, major schemes, parking, maintenance, and highway asset programs. The level of charges associated with Penalty Charge Notices and clamp/removal fees are set by London Councils with the approval of the Mayor of London. These are reviewed every four years.

From April 2021 the council refined its parking charges to better identify and charge the most polluting vehicles to support the Movement Plan, our Air Quality Strategy and Action Plan and Priority 2 of our Climate Change Strategy to discourage ownership of the most polluting vehicles. By introducing a diesel surcharge of £120 per annum for all resident and business parking permits, and a 25% increase for diesel vehicles using visitor parking bays in the borough. These permits used the vehicle categories in the Ultra Low Emissions Zone (ULEZ) to identify more polluting vehicles to apply the surcharge as they do not meet Euro 6 emissions standards.

The Council has some money allocated via its capital programme but is mainly reliant on bids made to TfL for most of its highway works. The Council will, however, continue to try and identify other sources of funding from both within and outside the council, and seek greater financial efficiencies.

The tables below set out the income generated through parking services and the cost to run the service. The surplus is reinvested in the highway network with 75% of this spent on highway maintenance, and the balance spent on supporting borough wide measures including road safety.

Table 2. Income from parking last five financial years

Income	Financial year, in £000s				
	2016/17	2017/18	2018/19	2019/20	2020/21
Parking Meters/Pay and Display	3,762	3,795	4,090	4,002	3,142
Parking Permits	3,991	3,664	5,016	4,594	5,743
Off-Street Car Parks	70	68	38	126	345
Penalty Charge Notices	6,177	6,220	6,046	6,517	6,666
Bailiffs (PCN recovery)	766	763	1,150	996	953
Other income	134	482	374	399	97
Total income	14,900	14,992	16,714	16,634	16,946
Total expenditure	-8,104	-8,879	-9,689	-8,633	-9,213
Surplus	6,796	6,113	7,025	8,001	7,733

Table xx, Parking account the last five years how the surplus has been spent

Expenditure	Financial Year, in £,000				
	2016/17	2017/18	2018/19	2019/20	2020/21
Surplus	6,015	6,113	7,074	8,001	7,733
Road Safety including School Crossing Patrols	-268	-266	-277	-291	-273
Contribution to fund Highway maintenance/improvement works	-5,484	-5,847	-6,231	-7,450	-7,188
Projects in Parks					-272
Housing and Community reserve	-363	0	0	-260	0
Net	0	0	0	0	0

Table 3. Application of reserves (Environment)

Application of reserves (Environment)	2016/17	2017/18	2018/19	2019/20	2020/21
Total	-1,821	-1,821	-1,821	-1,821	-1,821
Net	-1,821	-1,821	-1,821	-1,821	-1,821

Table 4. Application of reserves (Housing and Communities)

Application of reserves (Housing and Communities)	2016/17	2017/18	2018/19	2019/20	2020/21
Total	-231	-742	-566	-1,237	-1,497
Outgoing	0	71	0	-260	0
Net	-742	-671	-1,237	-1,497	-1,497

Action 8: Use kerbside efficiently and promote less polluting vehicles

- **Real time / bookable loading bays.** A trial along the Walworth Road as part of the Low Emission Neighbourhood (LEN). To create raised, bookable loading bays that provide wider pavements most of the time, loading bays when required, and deters cars from blocking and delaying deliveries. To improve busy high streets for walking and business deliveries and reduce air pollution.
- **Lamppost charging programme.** The council has installed 267 lamppost electric vehicle charging points since 2019/20. The charging points are located across the borough ensuring broad access to charging infrastructure.

Action 9: Manage traffic to reduce the demand on our streets

- **Low Traffic Neighbourhoods (LTNs).** The council followed advice from the Government and TfL to reduce the demand on our streets by creating better walking and cycling routes which in places required closing roads. The council has for many years closed roads where they are requested and supported by residents to reduce through traffic and create safe walking and cycling routes. In 2020 the council introduced 10 LTNs using Experimental Traffic Management Orders in the following areas:
 - Dulwich Village, East Dulwich, Champion Hill are all now permanent measures to be implemented in mid-February.
 - Walworth, Great Suffolk Street, Bermondsey Street, Faraday, Brunswick Park, North Peckham, Peckham Rye (East) are all permanent TMOS that are currently within the statutory objection period.

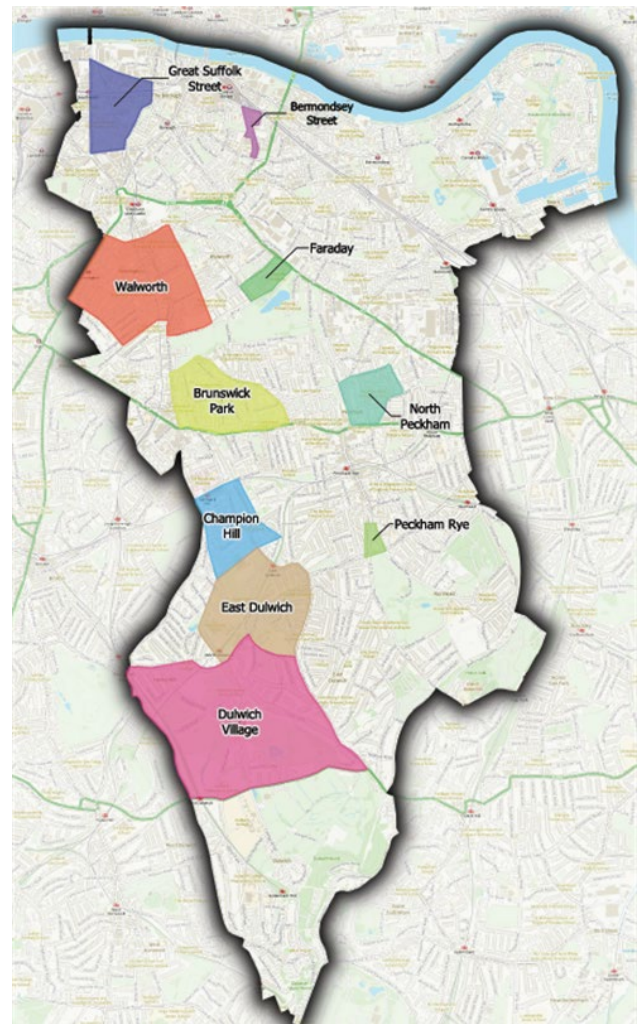


Figure 15, Low traffic neighbourhoods

- The council is monitoring these and other Streetspace schemes to see whether further refinements can be made to their design or if they create opportunities for additional measures. For example, closing a short section of **Bermondsey Street** reduced traffic, which made it easier for TfL to consider introducing a new signal phase for bicycles to complete the cycle contraflow at Crucifix Lane. This may then make it possible, later, to consider how to connect all the cycle routes at this junction.
- The council is also collaborating with Lambeth and TfL to identify cross boundary issues and work towards joined up solutions. For example, the experimental closure of The Cut enhances walking, cycling and creates an improved public realm to support the businesses here.

M5 Streets as social places

What we have delivered

Action 10: Create places that encourage a sense of belonging

- **Thriving Streets, Lower Road.** A collaborative learning project with partners across Europe funded through the URBACT programme. We engaged with the community via a Commonplace map with 324 visitors and 123 contributions from 37 respondents. We held local events in October 2020 engaging residents and businesses.
- **Bonamy and Bramcote Liveable Neighbourhood.** Awarded TfL funding before the pandemic in 2019. Consulted residents on the estate who felt that traffic could be reduced and greening increased. Includes a programme of local community projects for a school street, greening to improve air quality, improved signage, investment in Bramcote Park to renew the play spaces and tackle anti-social behaviour.
- **The Walworth Low Emission Neighbourhood (LEN).** Awarded GLA funding to reduce air pollution and in the pandemic it was included in Southwark's Streetspace programme. It aims to improve this neighbourhood by reducing through traffic from cutting across the Walworth area between the A2 Old Kent Road and the A3 Kennington Park Road. The

measures included traffic closures to help improve cycle routes, school streets, parks, simplify traffic flow along the Walworth Road, and create new public spaces.

Action 11: Introduce time restricted street closures and reallocate space for people

- **Social distancing.** Southwark narrowed specific carriageways and closed roads to enable social distancing as it was a greater priority to keep pavements and businesses open and trading throughout the pandemic than providing for motor vehicles. Principally in Rye Lane, but also to manage certain street trading pinch points along the Walworth Road. TfL made similar changes to some of its roads to provide social distancing. Primarily widening the pavements by narrowing the carriageway along Borough High Street and the southern pavement on St Thomas Street by making this road one way westbound between London Bridge Station and Borough High Street / market. Southwark is now helping TfL to create an interim design for Borough High Street and St Thomas Street to provide comparable facilities to those they created on the other side of London Bridge in the City of London, and to cater for cyclists.

School streets programme

Southwark started to implement school streets in 2018. Most of these were introduced on a trial basis to begin with as part of an Experimental Traffic order and to later be made permanent. So far a total of 41 schools have had a school street scheme implemented which are mainly of three types:

- “Anytime closures” where the street is closed all the time
- “Timed closures” where the street is closed only at certain times of the day
- “Footway widening” where the street is still open but the footway width has been improved near the school.

Currently in the borough there are 4 “anytime closures” (1 permanent and 3 experimental); 20 timed closures (5 permanent and 15 experimental) and 19 experimental foot widening.



Councillors and the head teacher Mr Bardouille joined pupils of Albion Primary school for pedestrian training.

M6 Support business to prosper

What we have delivered

Action 12: Movement to, within and from town centres is easy, safe and accessible for all

- **Grove Lane.** Created a better public realm in natural paving materials to support businesses by encouraging walking. It included a new cycle contraflow to create a safer and quicker quietway so cyclists can avoid the very busy and large TfL junction in the middle of Camberwell.



Source: Southwark Council

- **Bermondsey Street.** For many years residents have requested less traffic and better walking and cycling facilities on Bermondsey Street. The council commissioned a consultant's report and then the community a Sustrans study. Both reports proposed closing a short stretch in the middle of Bermondsey Street to motor vehicles. The experimental closure reduced traffic, air pollution and noise on four of the five streets here, making it a more attractive town centre for walking and cycling.
- **Bermondsey Street signals - TfL.** Closing a small part of Bermondsey Street has greatly reduced traffic making it easier for TfL to complete the contraflow by introducing a new signal for cyclists at the Crucifix

Lane junction. This traffic reduction in Bermondsey Street also allows officers to discuss with TfL further ideas to remove the signals (as done in other boroughs) to connect the cycle routes in Snowsfields and St Thomas Street. By converting this to a simple crossroads junction without any red signals this would improve movement for all modes in this town centre.

Action 13: Make town centres attractive, thriving, and diverse places for people and businesses

- **Peckham Station Square.** Delivering a new public space between the train station and Rye Lane by resolving movement, maintenance and anti-social behaviour issues.
- **Rye Lane.** Investigating how to make Peckham town centre a more attractive, thriving, and successful place for people and businesses. Monitoring traffic in Peckham and conducting pedestrian surveys about the quality of Rye Lane and people's spending during the Southern Gas Network closure. This monitoring continued into the second traffic closure of Rye Lane to enable social distancing so shops and businesses could stay open. Monitoring continues after the experimental reopening of Rye.
- **The Cut - TfL.** Working with TfL, Lambeth and the WeAreWaterloo BID on an experimental traffic closure on The Cut. To make this town centre more attractive for businesses by creating space for more walking and cycling, and possibly tables and chairs and performances, with less traffic pollution and noise.

Action 14: Reduce the impact of freight on our streets

- **Accessibility Cycle Tool (ACT).** Southwark is funding Wheels for Wellbeing to create an innovative new tool to review and enhance cycle lanes to accommodate inclusive cycles, family bikes and freight bicycles.
- **Cargo bikes - Southwark Council.** Southwark's website promotes work by Impact on Urban Health to

subsidise the purchase of cargo bikes along the Low Line. This includes earlier work by Team London Bridge using GLA funding and Better Bankside. It is understood that there is yet to be a notable uptake in cargo bikes here by the biggest and most affluent businesses in the highest density part of the borough.

- **“Worth the Weight: Making London’s deliveries greener and smarter” report.** Worked in partnership with the Centre for London (CfL) to write this report to explore how we can create a smarter, fairer, and more sustainable freight and logistics system.
<https://www.centreforlondon.org/publication/freight-deliveries-london/>

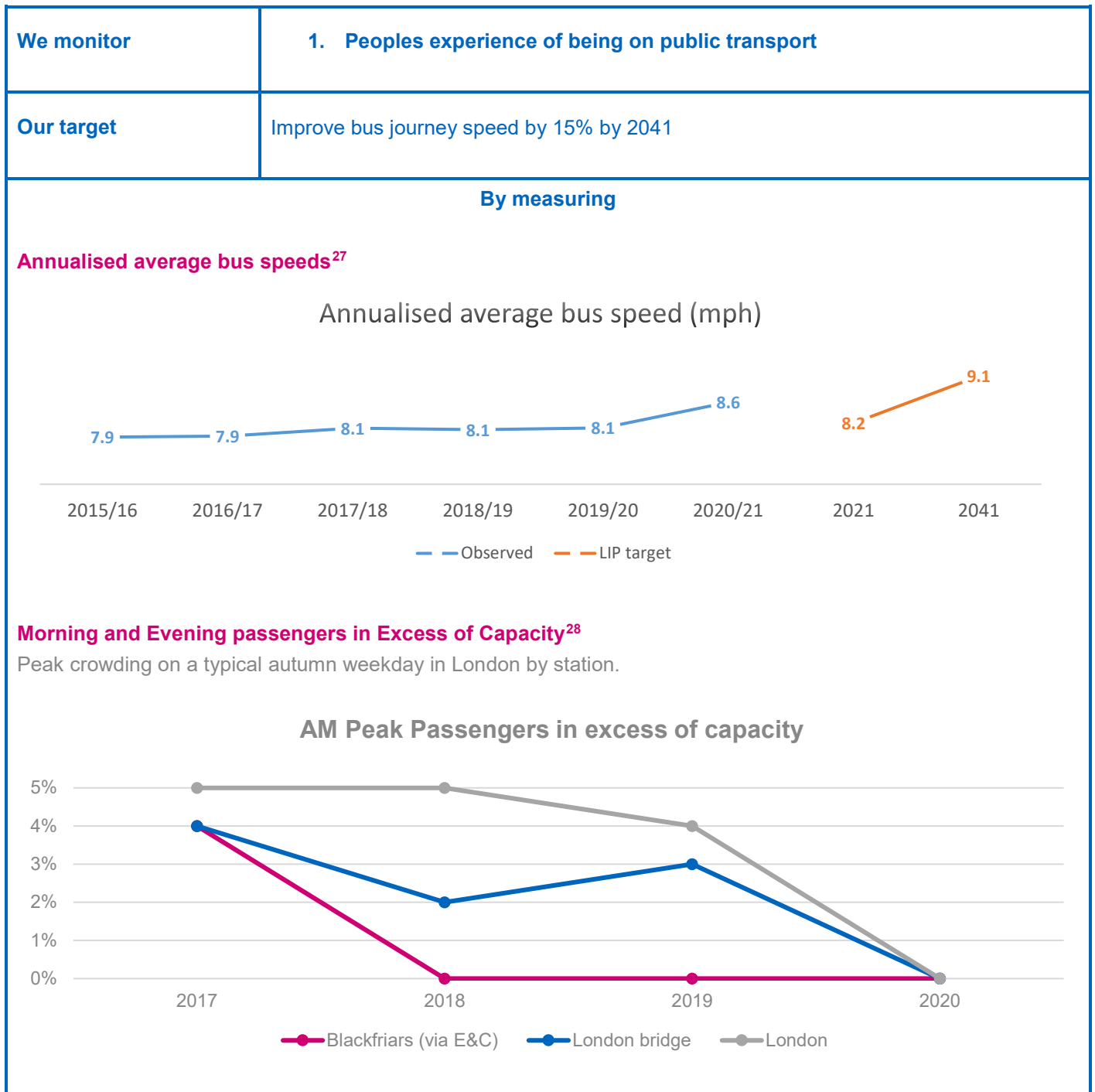
CfL’s main research report also conducted a ‘deep dive’ into the issues in the Old Kent Road area (between Bricklayers Arms and the A202 intersection).

- **Transferability Platform.** Southwark Council is one of 11 cities and regions to join the Horizon 2020 funded LEAD programme. The project will create Digital Twins of urban logistics networks in six cities to support experimentation and decision making with on-demand logistics operations in a public-private urban setting.

- **GSTT Consolidation Centre.** Guy’s created their own freight consolidation centre in southeast London for deliveries to its hospital in London Bridge. Because it provides substantial benefits for the hospital in terms of releasing storage space for medical uses, saving staff time by creating simpler inventories, ordering systems, and improving site security. It has recently created a further benefit by relocating the manufacture of medicines from their hospital to the consolidation site as it has more space. The consolidation site now also provides this medicine manufacturing and delivery service to King’s College Hospital. Guy’s Hospital have also experimented with using river freight from their consolidation centre. But have been limited by the lack of modern wharfside infrastructure (i.e. Butler’s Wharf does not have efficient roll-on, roll-off facilities).

- **Green Logistics Centre.** The Better Bankside BID set up a consolidation hub in a railway arch on Ewer Street. A hub is smaller version of a consolidation centre, that lets local businesses order goods in bulk, which are then delivered to local premises by electric vehicles. This saves costs and reduces the number of large, heavy vehicles on the roads.

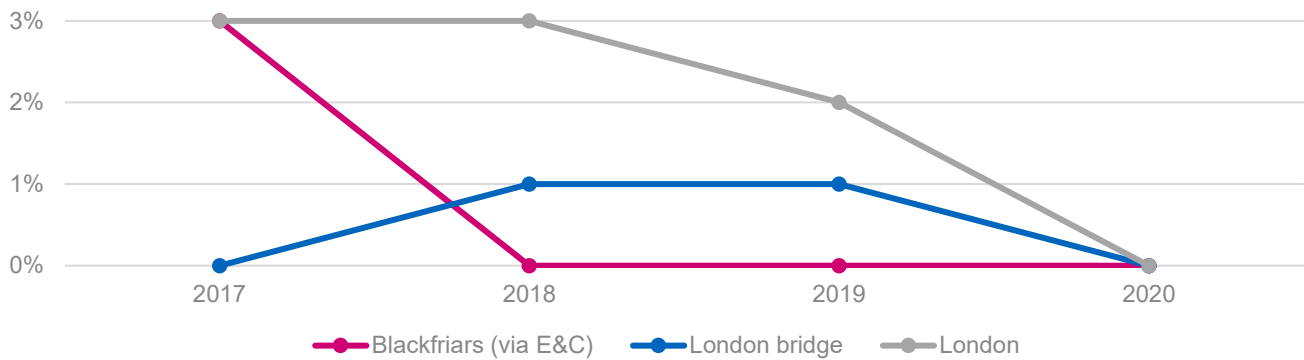
Experience



²⁷ Source: TfL from ibus. Observed all bus speeds. Mean of period data.

²⁸ Department of Transport, Rail passenger numbers and crowding on weekdays, <https://www.gov.uk/government/statistical-data-sets/rai02-capacity-and-overcrowding>

PM Peak Passengers in excess of capacity



How many people use our stations

Time series of passenger entries and exits by station

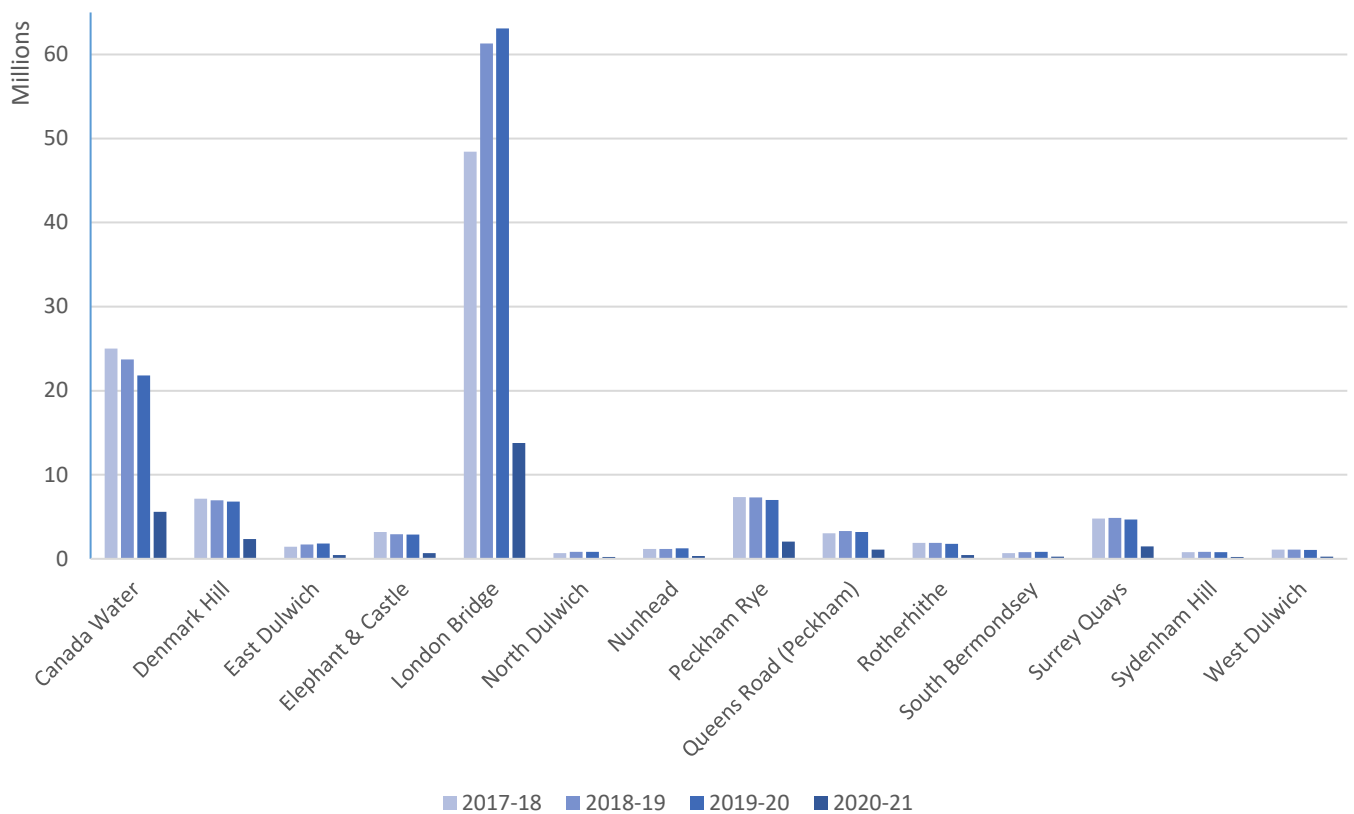
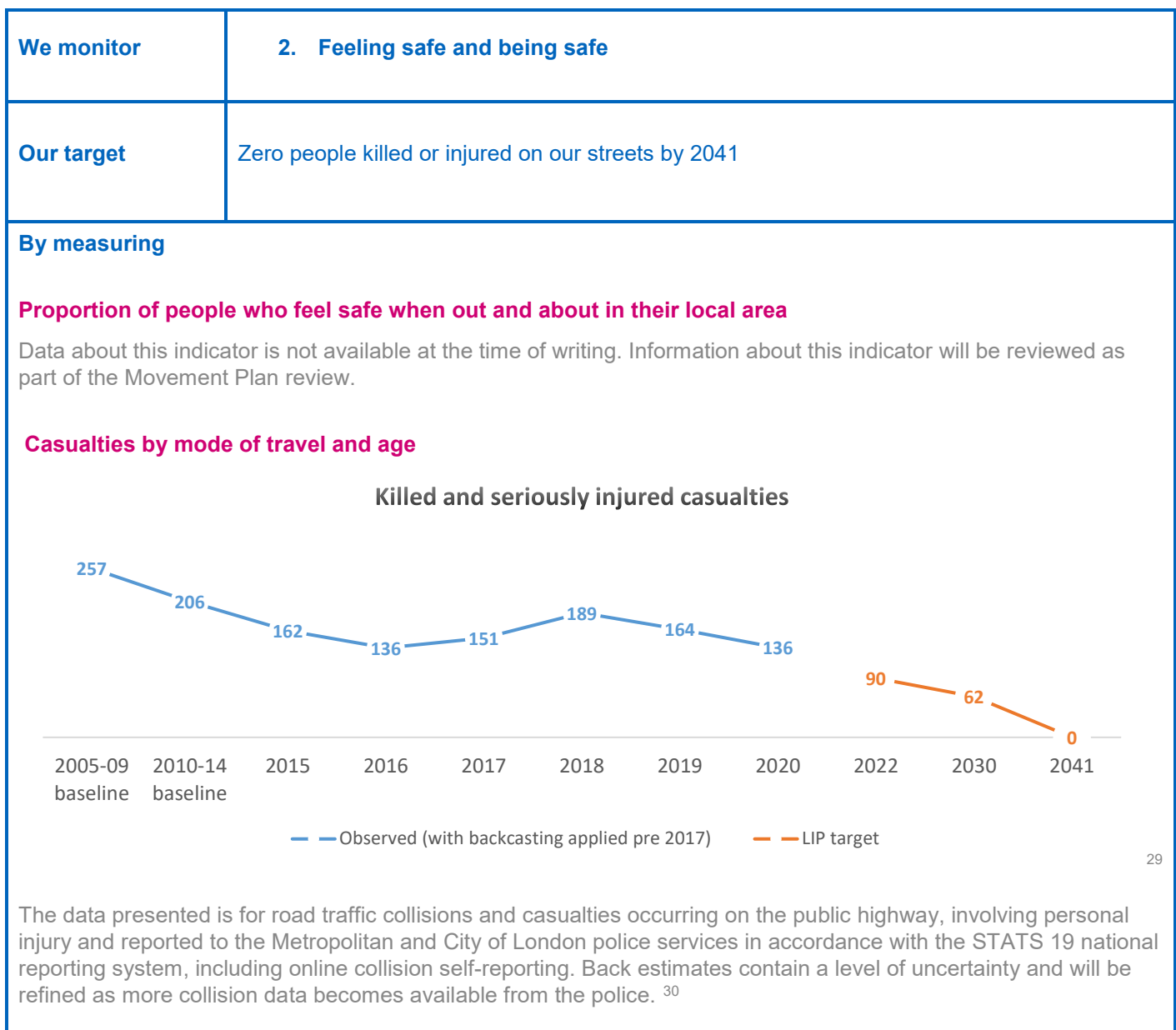


Table 5. Stations entry and exits

Station name	2017-18	2018-19	2019-20	2020-21
Canada Water	24,997,198	23,725,794	21,797,466	5,576,276
Denmark Hill	7,143,688	6,954,844	6,817,274	2,342,674
East Dulwich	1,447,358	1,712,462	1,819,752	456,228
Elephant & Castle	3,172,164	2,919,878	2,877,610	666,572
London Bridge	48,453,152	61,308,364	63,095,300	13,763,890
North Dulwich	680,534	814,444	828,436	236,754
Nunhead	1,170,738	1,177,414	1,258,106	343,846
Peckham Rye	7,333,452	7,295,370	6,984,506	2,029,162
Queens Road (Peckham)	3,027,870	3,311,738	3,187,106	1,090,578
Rotherhithe	1,892,540	1,899,734	1,786,058	452,846
South Bermondsey	657,882	781,448	829,660	258,984
Surrey Quays	4,806,496	4,878,020	4,693,100	1,494,474
Sydenham Hill	788,890	824,800	786,800	208,542
West Dulwich	1,078,746	1,100,218	1,053,400	248,696



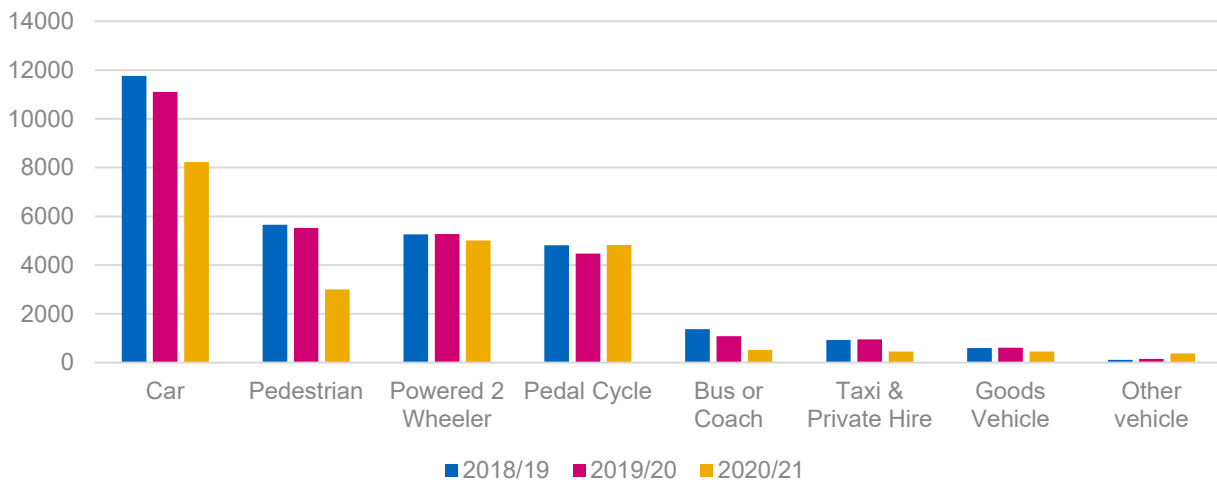
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²⁹ Observed with back casting applied data - source: Transport for London, adjustment to STATS19 data based on analysis undertaken with the Transport Research Laboratory (TRL) to back cast the number of casualties that would have been reported by the police using an injury-defined rather than a severity-defined system.

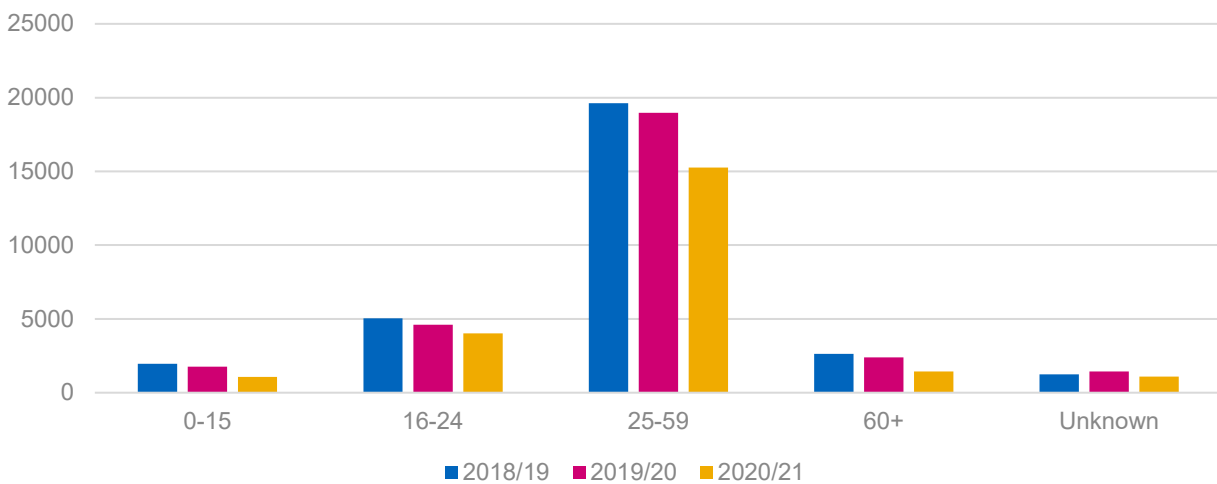
Observed data - source: STATS19

³⁰ Transport for London LIP3 MTS outcomes Borough data pack – December 2021

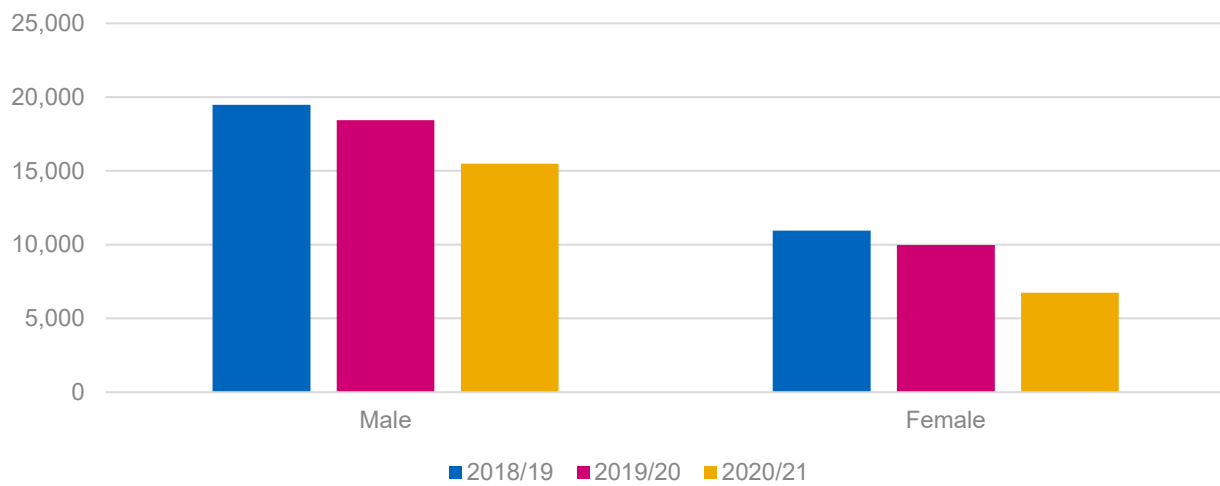
Casualty count by mode



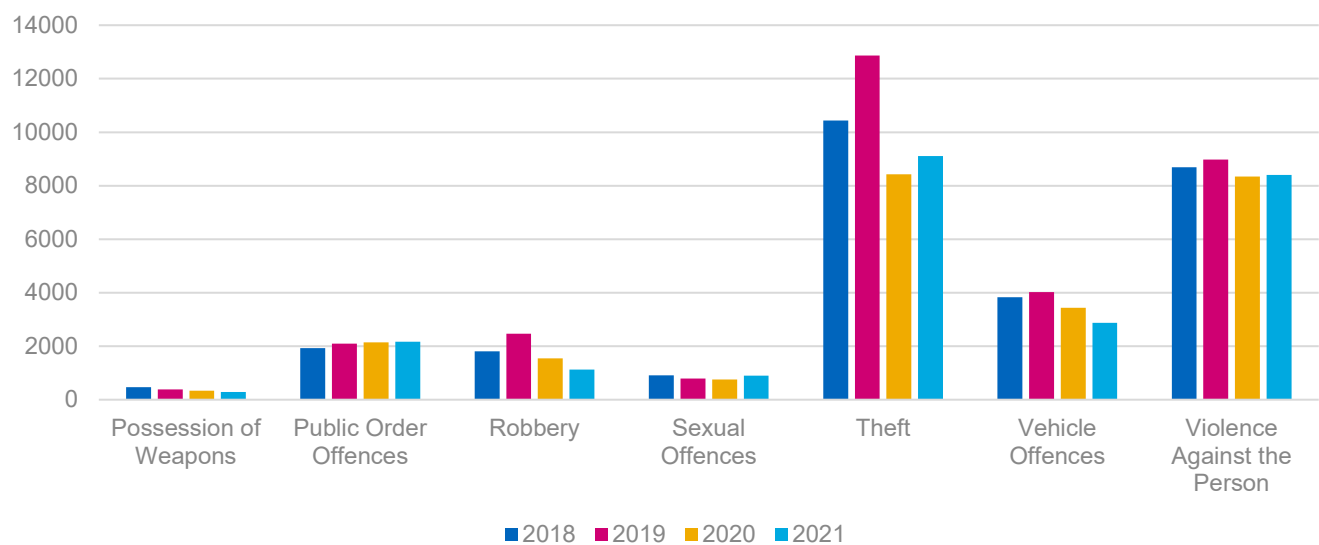
Casualty count by age



Casualty count by gender

Street crime recorded³¹

Street crime count



³¹ Metropolitan Police Crime Data Dashboard, <https://www.met.police.uk/sd/stats-and-data/met/crime-data-dashboard/>

We monitor	3. Equal access (to public transport)																												
Our target	Everyone to travel independently and spontaneously																												
By measuring																													
Reduce the difference between total public transport network journey time and total step-free public transport network ³²																													
Metric: Average journey time using the full and step-free network (minutes)																													
Difference between total public transport network journey time and total step-free public transport network <table><thead><tr><th>Year</th><th>Average journey time using full network (minutes)</th><th>Average journey time using step-free network (minutes)</th><th>Time difference (minutes)</th></tr></thead><tbody><tr><td>2015</td><td>74</td><td>65</td><td>9</td></tr><tr><td>2018</td><td>72</td><td>65</td><td>7</td></tr><tr><td>2019</td><td>72</td><td>65</td><td>6</td></tr><tr><td>2020</td><td>72</td><td>65</td><td>6</td></tr><tr><td>2021</td><td>71</td><td>65</td><td>6</td></tr><tr><td>2041</td><td>63</td><td>59</td><td>-</td></tr></tbody></table> — Average journey time using full network (minutes) — Average journey time using step-free network (minutes) — Time difference (minutes) — Trajectory 2041 - Full network — Trajectory 2041 - Step Free network		Year	Average journey time using full network (minutes)	Average journey time using step-free network (minutes)	Time difference (minutes)	2015	74	65	9	2018	72	65	7	2019	72	65	6	2020	72	65	6	2021	71	65	6	2041	63	59	-
Year	Average journey time using full network (minutes)	Average journey time using step-free network (minutes)	Time difference (minutes)																										
2015	74	65	9																										
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2019	72	65	6																										
2020	72	65	6																										
2021	71	65	6																										
2041	63	59	-																										
Proportion of housing units in areas within PTALs 3-6 or within 800m of a Tube station, rail station or town centre boundary																													
Data about this indicator is not available at the time of writing. Information about this indicator will be reviewed as part of the Movement Plan review.																													

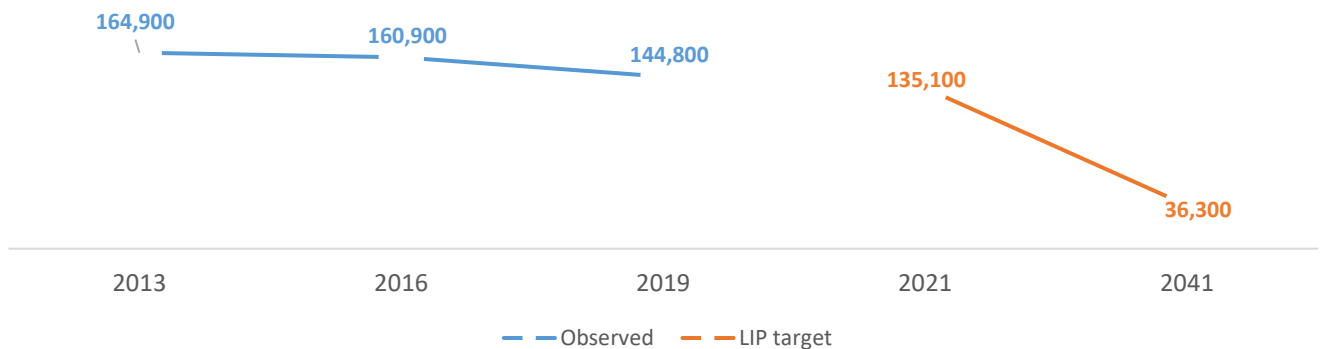
³² All data - source: TfL Strategic Models, consistent with work for the MTS Evidence Base (2018)

We monitor	Environmental impact of movement
Our target	Reduce emissions from road transport

By measuring

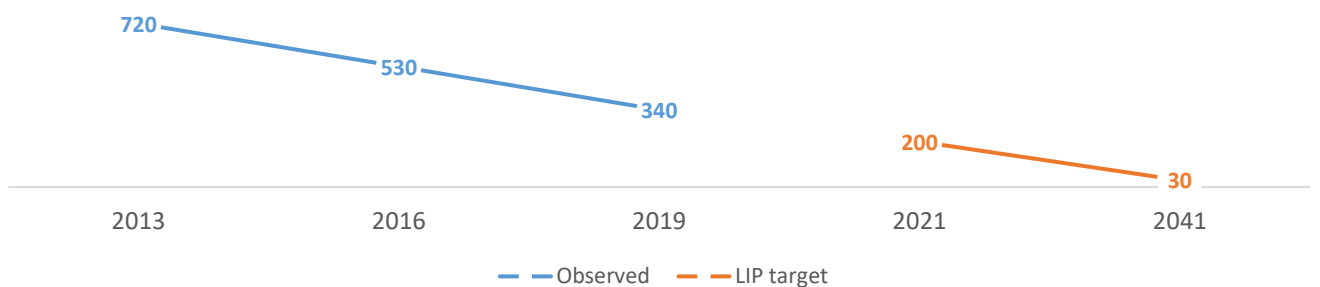
CO2 emissions (in tonnes) from road transport in Southwark³³

CO2 EMISSIONS (IN TONNES) FROM ROAD TRANSPORT



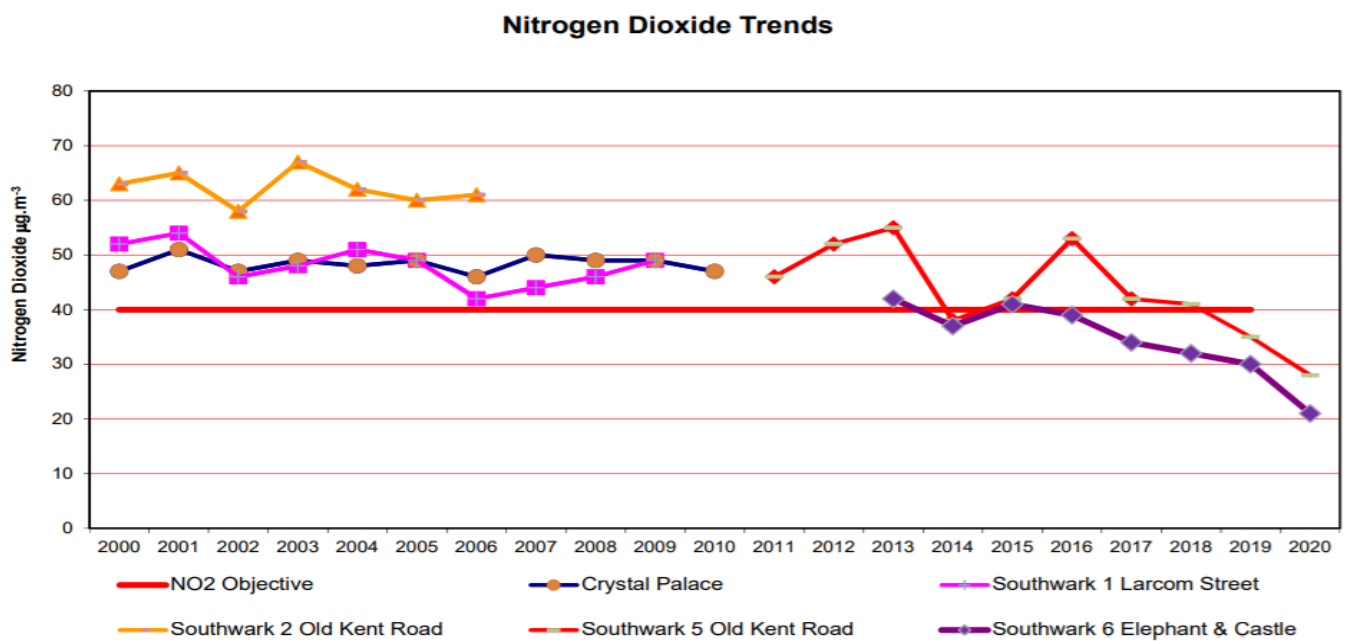
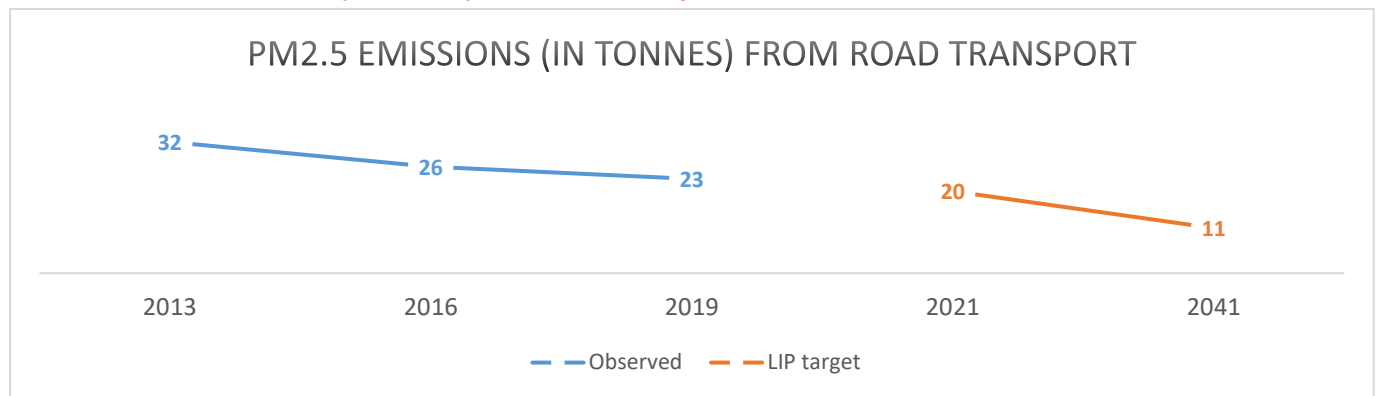
NOX emissions (in tonnes) from road transport³⁴

NOX EMISSIONS (IN TONNES) FROM ROAD TRANSPORT



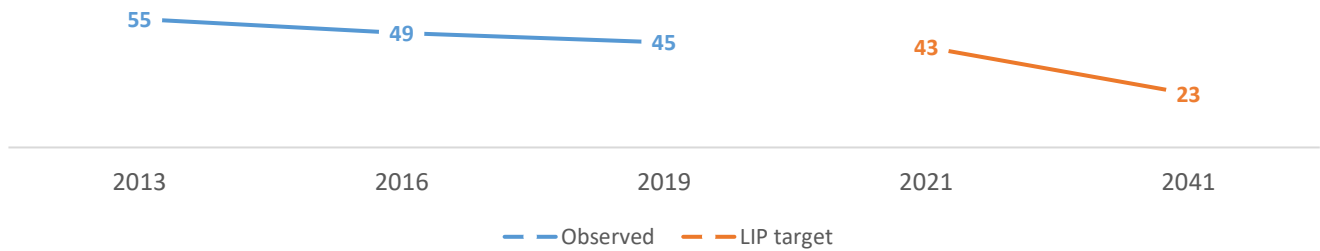
³³ Observed data source: London Atmospheric Emissions Inventory
Trajectory data - source: TfL and King's College London modelling without cold starts

³⁴ Observed data source: London Atmospheric Emissions Inventory
Trajectory data - source: TfL and King's College London modelling without cold starts

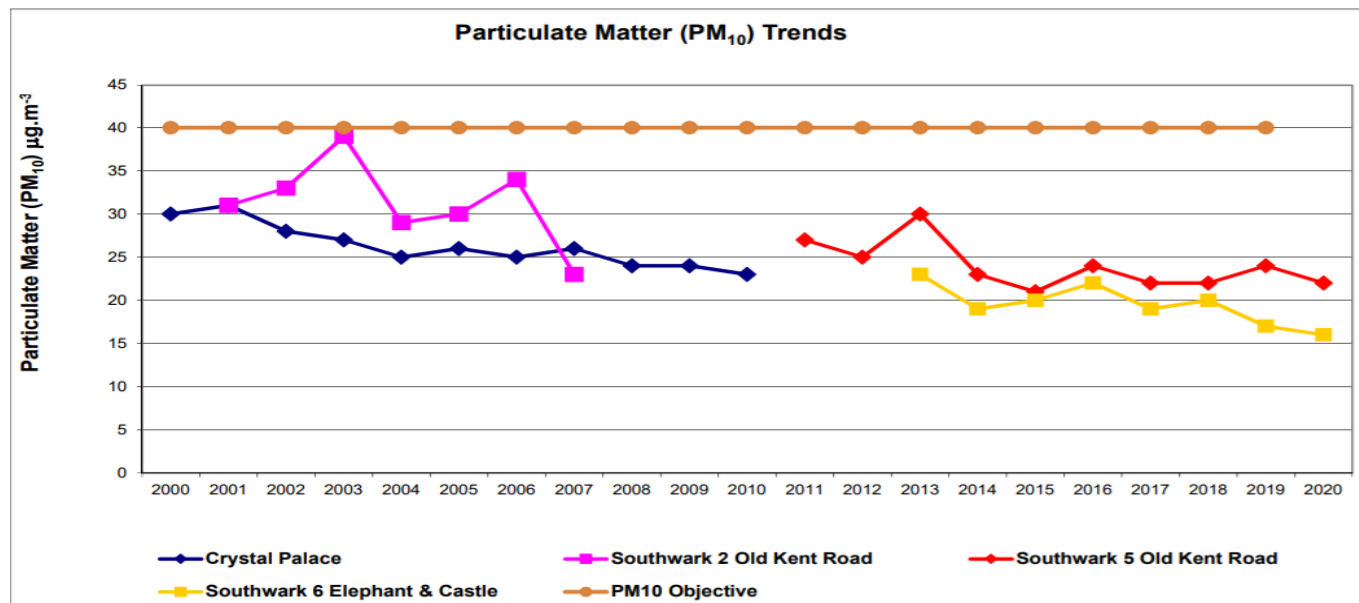
Trend in annual mean NO₂ concentrations at Southwark's monitoring stations³⁵:PM_{2.5} and PM₁₀ emissions (in tonnes) from road transport³⁶³⁵ Source: Southwark Air Quality Annual status report 2020 published in May 2021³⁶ Observed data source: London Atmospheric Emissions Inventory

Trajectory data - source: TfL and King's College London modelling without cold starts

PM₁₀ EMISSIONS (IN TONNES) FROM ROAD TRANSPORT



Trend in annual mean PM₁₀ concentrations at Southwark's monitoring stations³⁷:



³⁷ Source: Southwark Air Quality Annual status report 2020 published in May 2021

M7 All people to have a positive experience on our streets

What we have delivered

Action 15: Reduce exposure to air pollution

- **Expanded Ultra Low Emission Zone.** On 25 October 2021 the Mayor of London expanded the Ultra Low Emission Zone (ULEZ) to the north and south circular roads (not including them). The new zone includes 4 million people and is 18 times larger than the original ULEZ. The first month report notes that London's drivers have responded well with high levels of compliance in the new zone. As the traffic on London's roads appears to be returning to close to pre-pandemic levels this means these results are fairly accurate with only a small amount of change likely. The best data is from the number of vehicles; thus it is too early to identify the full air quality benefits. However, TfL estimate elsewhere that a 5% reduction in CO2 emissions is likely from cars and vans in the ULEZ in the first full year.

Action 16: Zero people killed or injured on our streets by 2041

- **Vision Zero studies.** Using our future risk approach, we have identified three road safety schemes for delivery in 2022/23.
- Town centre video monitoring was carried out in four locations in the borough to observe and better understand the conflicts between different modes, activities and how people interact. This has given us invaluable data and insights which have already contributed to the amendment of a scheme in Nunhead.
- Building partnership with Kings College Hospital Major Trauma centre to work together towards Vision Zero and injury prevention.
- **Peckham High Street crossing - TfL.** Worked with TfL to help design a safer and better walking and cycling crossing from Peckham Library Square to Rye Lane. To help address the three recent fatalities on this section of Peckham High Street.

Action 17: Improve safety and sense of safety on our streets

- **Exchanging places.** Help to improve road safety by providing pedestrian and cycle training and exchanging place events where the police show cyclists the view from a lorry or bus driver seat and drivers the view from a bicycle.
- Help to improve road safety by teaching **cycling and foot scooter skills**. Individual training involves one or more two hour lessons arranged at a convenient location for the individual.
- **Pedestrian training** for school pupils by providing practical training on nearby streets.
- **Women's and girls listening exercise.** In May 2020, the council launched a listening exercise to hear the experiences of women in Southwark, to understand how safe they feel living, working and travelling through the borough.

Action 18: Improve the conditions for people who use our streets as a workplace

- **FORS accreditation.** We ask developers to ensure that their transport operators have 'Silver' graded membership of Freight Operators Recognition Scheme (FORS), which complies with CLOCS (Construction Logistics & Community Safety) standard. And confirm that they have attained the necessary level of expertise in maintaining zero accidents between their construction vehicles and the community. Includes having adequate in-vehicle technology and warning equipment to enable drivers to pay special attention to the highway safety of pedestrians and cyclists. These conditions are enforced through contractors submitting their Construction Management Plan (CMP's) and 'Delivery and Service Management Plan' before they can start constructing any approved development proposals.
- **Fleet operational changes.** Provided transport and urban design advice to investigate building a possible new council depot in Peckham.

M8 Manage change on our streets in a positive way for people

What we have delivered

Action 19: Make the most of new infrastructure

- **Denmark Hill station.** September 2021 saw the opening of a second entrance to Denmark Hill Station on Windsor Walk. To complement this improvement, the council secured GLA funding to deliver a bigger, better, and safer public realm for walking and cycling outside Denmark Hill station.



Source: <https://www.networkrail.co.uk/running-the-railway/our-routes/kent/kent-and-south-east-london-railway-upgrade-plan/denmark-hill-station-improvements/>

- **Peckham Rye station.** Helped to encourage Network Rail to create a new station as it was uneconomic to make the old station fully accessible. Helped write the bid to the Government's "Levelling Up Fund" for 'do maximum' station improvements, but it was not granted. Commenting on the planning application for the new station and its transport, public realm, and construction management issues.
- **TfL bus route changes.** Advised TfL on their proposals to improve bus routes on Tower Bridge Road and New Kent Road.
- **TfL 24hour bus lanes on red routes.** Responding to TfL's consultation on creating 24-hour bus lanes throughout the borough.

Action 20: Manage our streets to minimise disruption

- **Traffic Management as a Service (TMaaS)** project looked at developing a traffic management system that could be managed through a cloud-based platform. Southwark participated as a replicator city in partnership with Transport for London and University College London (UCL).
- TMaaS Lead city of Ghent developed the tools to not only visualize data and manage traffic, but also to communicate with citizens. When operational the platform will automatically monitor the data flow and will be able to send personalized messages to individual citizens, who in turn can reply to these messages and feed information back to the system.
- The Old Kent Road was used as the demonstration in Southwark and an example of the type of dashboard that could demonstrate real time activity was ready to be tested. However due to COVID TfL were unable to trial the dashboard. UCL are continuing the programme and we hope to be able to finish the trial over the next two years.
- **Construction Management Plans.** During the pandemic there was subdued construction activity, as well as a reduction in servicing and deliveries. During this time, the CMP (Construction Management Plan) pro forma has been updated to include the Fleet Operator Recognition Scheme (FORS) and CCS requirements and a community liaison section requiring and detailing meaningful consultation from developers, which includes small sites. A coordinated approach to construction as development picks up pace. This will help to manage change on our streets in a positive way for people with additional benefits to the community.

M9 Utilise information to deliver better services

What we have delivered

Action 21: Ensure people have access to relevant and useful information when they need it

- **Digital construction management.** Established a working group and digital platform comprising of local developers, contractors and other construction stakeholders, local authority environmental health and planning officers and with input from TfL to monitor data to develop a business case to digitise construction management planning in the borough. To make data more accessible to mitigate the cumulative effects on local communities and neighbouring construction projects as part of our continued commitment to ensuring a move to encourage sustainable mode share and transport infrastructure in the borough.

Action 22: Work collaboratively to deliver the Movement Plan

- **Joint Walking Steering Group.** Held regular meetings with Living Streets, residents, and BIDs. Explained the Movement Plan's approach, the measures we are delivering and asked the group to suggest measures in Southwark.
- **Joint Cycling Steering Group.** Held regular meetings with Southwark Cyclists, residents, and BIDs. Explained the Movement Plan's approach, the measures we are delivering and asked the group to suggest measures in Southwark.
- **Lighthouse schools.** A community wide project to increase pupil's activity during the school day, including active travel to and from school. Three schools were chosen initially to act as 'beacons' of best practise, lighting the path for other schools to follow. Research into travel behaviour was carried out and reports put together for all the schools involved. Further research in video form is proposed and supported by the schools.

- **Commonplace.** Very early in the pandemic Southwark set up a Commonplace website and map to ask people to identify where we should make walking and cycling and traffic reduction improvements in the borough. After six months Southwark's Commonplace website had received over 12,000 requests. The council has collated these requests into issues to help guide the council's Streetspace work programme.

Glossary

Annual Monitoring Report (AMR): This document reports on the progress made by the Transport Planning in delivering the objectives in the Mayor's Transport Strategy.

Accessibility: In the context of this strategy, accessibility refers to how easy it is for people to use London's streets and public transport to get to places, jobs, homes, and services. It particularly considers the needs of the young, the elderly and people who are mobility impaired.

Active travel: Ways of travelling that involve physical activity. It commonly refers to walking and cycling, but can include foot scooters, running, roller skating, etc.

Air quality: The extent of harmful pollutants in the air. Poor air quality occurs when pollutants reach high enough concentrations to endanger health of people and the environment.

Autonomous vehicles (AV): A vehicle that can sense its environment and navigate without human input. It is commonly known as "driverless" or "self-driving" vehicles.

Car club: A short-term car rental service that allows members' access to cars parked locally for a fee that is charged per-minute, per-hour, or per-day.

Car-free: The encouragement of all new developments not to provide car parking on-site and its occupiers cannot apply for parking permits on-street either. Instead, such car-free developments have greater space and reason to provide a high-quality public realm that strongly encourages walking, cycling and public transport. In the last couple of decades many boroughs have returned to requiring their planning policies to request that all new developments are car-free, including the New Southwark Plan.

Car-lite development: A development with low levels of car parking on site for residents and a high-quality public realm that encourages walking, cycling and public transport use.

Car sharing: The practice of sharing a car. There are different car sharing systems including returning a car to a parking bay (known as back to base), accessing and parking a car anywhere (known as floating) or a combination of the two models (known as flexible).

Click and Collect: A facility where a customer can collect goods from a store's website at a designated local collection point that is more easily reached. For example, from a locker at a railway station on your commute home.

Congestion Charge: The charge applied to motor vehicles entering a defined area of central London, to reduce traffic congestion and its associated impacts.

Connectivity: The general term for how easy it is for people to get to places, jobs homes and services using streets and paths.

Controlled Parking Zones (CPZ): A parking scheme which only permits resident's who purchase a permit to park in designated bays – the remainder of the kerbside space is subject to yellow line restrictions. A CPZ thus ensures that parking on the street is better enforced by preventing non-residents from parking here. Resident's can also purchase visitor permits for their CPZ as well.

Cycle hire: Cycle hire schemes are a bicycle version of a Car Club. They allow people to hire a bicycle from a docking station and cycle it to another docking station where it needs to be parked. Transport for London (TfL) operates the Santander Cycle Hire Scheme.

Cyclists: All people who use different types of bicycles including tricycles, hand-cycles and other adapted cycles, and e-bicycles.

Dockless cycle hire: An innovative 'floating' mode of transport by private companies who hire bicycles, which do not require docking stations. They can be found, hired, and locked using a smartphone app. This allows them to be used anywhere, which greatly increases opportunities for Londoners to get around by bicycle.

Electric bicycles: Electrically powered bicycles help people to travel longer distances than can be cycled or to continue using these modes in later life.

Electric vehicle: A vehicle that solely uses an electric motor and batteries for propulsion.

Floating transport: Forms part of (shared mobility) personal travel in which users share access to vehicles rather than privately owning them (MaaS). In addition, they have no designated parking bay and its associated infrastructure. Examples include car clubs and 'dockless' cycle hire.

Foot scooters: Also known as kick scooter or push scooter, which are human-powered devices with handlebars, deck, wheels, and may have a brake.

Good Growth: The Mayor and TfL's approach to economic, social, and sustainable development and the important role that existing and new transport infrastructure has in connecting and supporting London's economy. The transport principles of 'good growth' include good access to public transport, high-density, mixed-use developments, people choose to walk and cycle, car-free and car-lite places, inclusive, accessible design, carbon-free travel, and efficient freight.

Healthy Streets Approach: The Mayor and TfL's approach to prioritising people and their health in decision-making to create a healthy, inclusive, and safe city for all. This approach makes London a more attractive place to walk, cycle and use public transport. It reduces the dominance of motorised transport.

Hybrid vehicles: Sometimes called zero emission capable vehicles by TfL have two engines that run on electricity and fossil fuels.

Inclusive design: The creation of environments that everyone can use – confidently, independently and with choice and dignity – to access, and benefit from, the full range of opportunities available. Inclusive design avoids separation or segregation and is made up of places and spaces that acknowledge diversity and difference, meeting the needs of everyone in society.

Intervention: A proposal, scheme or measure that seeks to deliver improvements to the existing highway network.

Local Implementation Plan (LIP): A statutory transport plan and funding bid produced by London boroughs, which brings together transport proposals to implement the Mayor's Transport Strategy at a local level.

Mayors Transport Strategy (MTS): The Mayor and TfL's strategy which outlines the transport vision, targets and reasons for London boroughs existing and future transport network at a regional level.

Micro Transport: New types of transport that are smaller than a bicycle allowing them to be stored in a flat or office. This reduces the need for parking on the street or in a basement and helps to reduce congestion. Such modes can be Active or electrically powered. Examples are folding bicycles, foot and e-scooters, and all sorts of hoverboards.

Mobility as a Service (MaaS): A concept to describe the use of vehicle sharing services as an alternative to private vehicle ownership. The ability for individuals to arrange and pay for multiple public and private transport operators via a single gateway i.e., a smartphone app is the key innovation behind MaaS platforms.

Mobility scooters: Electrically powered personal transport devices for people with impaired mobility, long-term health conditions and / or elderly people to enable spontaneous and independent travel.

Mode share: Also, known as modal share or split, which is the percentage of travellers, or the number of trips made using a particular type of transportation. It is typically reported through travel surveys.

Moped: Legally defined as any low-powered motorcycle with an engine capacity no greater than 50cc, and a maximum speed of 28mph.

On-street parking: On-street parking bays which are provided within the public carriageway.

Off-street parking: Off-street parking bays are provided off the public highway as they are on private land within development sites.

Parking bay: Designated kerb-side space that allows parking for motorised vehicles. A parking bay can be designated for different types of vehicles, including residents (using a Controlled Parking Zones - CPZ), a loading bay, motorbike bay, cycle parking bay, taxi bay, etc.

Public realm: the space between and within buildings that is publicly accessible, including streets, squares, forecourts, parks, and open spaces. In addition, it can include privately owned public spaces which provide parts of the public realm, but with more conditions in its use.

Public Transport Accessibility Level (PTAL): This is a measure that rates locations by the frequency of public transport services (i.e., bus stops and stations). The access level then reduces with the increasing distance from these stops or stations (i.e., access).

Real time parking management: Varying parking restrictions and charges in a live manner.

Southwark's Kerbside Strategy: A key document which explained that the borough has a finite amount of kerbside space with too much car parking which needs to be reduced and relocated to enable growth in sustainable modes of transport so that Southwark can accommodate a growing number of homes and jobs.

Transport Plan: Borough-led strategy that will set out new priorities, objectives and vision in transport development at a local level, in line with national, regional, and local policies including the Mayor's Transport Strategy.

TLRN: The Transport for London Route Network of strategic streets, which is operated and maintained by TfL, and comprises about 5% of the road network in London.

ULEZ: A new daily charge to replace the Emissions Charge (T-Charge) in the Congestion Charging Zone across a larger area of central London. From 9 April 2019, it aims to tax all older, and hence more polluting, vehicles from traveling in central London to improve air quality.

Vision Zero: A road safety initiative that aims to achieve a highway system with no fatalities or serious injuries from collisions with road traffic.

End notes

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