

## Overview & Scrutiny Committee

Monday 20 January 2025

10.30 am

Ground Floor Meeting Room G02A - 160 Tooley Street, London  
SE1 2QH

## Supplemental Agenda No. 2

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### Contact

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**Budget Scrutiny - Cabinet Member interviews timetable****Monday 20 January 2025 (10.30 a.m. – 3.30 p.m.)**

<b>Timetable</b>	<b>Members/officers</b>
10.30 a.m. (10)	Welcome and meeting preliminaries.
10.40 a.m. (30)	Budget Overview  Cllr Kieron Williams – Leader of the Council Cllr Stephanie Cryan – Equalities, Democracy and Finance
11.10 a.m. (30)	Medium Term Financial Strategy (MTFS) and Council Tax  Cllr Stephanie Cryan – Equalities, Democracy and Finance  Officers - Clive Palfreyman, Strategic Director Finance Resources / Tim Jones, Director Corporate Finance resources
11.40 a.m. (30)	Transformation  Cllr Stephanie Cryan – Equalities, Democracy and Finance  Officer - Rhona Cadenhead, Assistant Chief Executive-Strategy and Communities
12.10 a.m. (40)	Temporary Accommodation (TA) Pressures  Cllr Helen Dennis - New Homes & Sustainable Development  Officer- Hakeem Osinaike, Strategic Director Housing
12.50 p.m. (25)	LUNCH
1.15 p.m. (30)	No Recourse to Public Funds (NRPF) Pressures  Cllr Jasmine Ali – Children, Education and Refugees  Officers- Toni Ainge, Acting Strategic Director, Environment, Neighbourhoods & Growth / Stephen Douglass, Director of Stronger Neighbourhoods

Timetable	Members/officers
1.45 p.m. (30)	<p>Contact Centre Pressures</p> <p>Cllr Stephanie Cryan – Equalities, Democracy and Finance</p> <p>Officers- Clive Palfreyman, Strategic Director Finance Resources / Dominic Cain, Director of Customer &amp; Exchequer, Resources</p>
2.15 p.m. (45)	<p>Housing Revenue Account (HRA)</p> <p>Cllr Sarah King – Council Homes</p> <p>Cllr Stephanie Cryan – Equalities, Democracy and Finance</p> <p>Officer- Hakeem Osinaike, Strategic Director Housing</p>
3 p.m. (30)	<p>Capital Programme alignment to Southwark 2030</p> <p>Cllr Stephanie Cryan – Equalities, Democracy and Finance</p> <p>Officers- Clive Palfreyman, Strategic Director Finance Resources / Tim Jones, Director Corporate Finance resources</p>
3.30 p.m.	Meeting ends

**Draft  
Budget Equality Analysis  
Report  
2025/2026**

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## **Contents**

- 1. Purpose of document and Budget Equality Analysis Process 2025-2026**
- 2. Background and Context**
- 3. Budget Equality Analysis Process 2025-2026 and decision-making stages**
- 4. On-going monitoring for equality impact and implementation of budget proposal decisions**
- 5. Southwark Equality Framework and Equality Impact and Needs Analysis (EINA)**
- 6. Table: Summary of Fees and Charges and key findings from equality analysis undertaken**
- 7. Summary of key findings and key areas**

## **1. Purpose of document and the Budget Equality Analysis Process 2025-2026**

- 1.1 The report sets out a cross-council overview of the equality analysis of the 2025-2026 budget proposals.
- 1.2 The Council set a three-year budget in 2024-2025 and departmental teams undertook Equality Impact Needs Analysis (EINA) of all areas identified as of medium or high relevance to equality. The aim was for equality analysis undertaken of the developing budget proposals to inform the budget process at all stages of the budget challenge and decision-making stages.
- 1.3 For the 2025-2026 budget challenge, only proposals that were new or had changed and Fees and Charges required an EINA, therefore there were fewer EINAs available to review.
- 1.4 Equality Impact and Needs Analysis (EINA) is an on-going process and will be further built upon as proposals are further developed, consulted upon and implemented. EINAs are service improvement tools, which help us to promote equality, equal opportunity and good community relations, provide appropriate services, as well as helping to ensure we do not unlawfully discriminate or further disadvantage vulnerable groups.
- 1.5 The Public Sector Equality Duty (PSED) does not prevent the Council from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it stop the Council from making decisions which may affect one group more than another group.
- 1.6 The equality duty enables the Council to demonstrate that we are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of local communities. This is achieved through assessing the impact that our policies, procedures and practices could have on the needs of people with different protected characteristics, as understood in relation to the three parts of the duty (see background and context below).
- 1.7 EINAs enable us to ensure we make decisions based on robust evidence and to consider what mitigating actions we could put in place to prevent further disadvantage to vulnerable groups in the budget decision making process. EINAs must also be made publicly available in line with PSED commitments to publish information; transparency and accountability.
- 1.8 This budget equality analysis report will also be subject to review and revision with input from key stakeholders. The independent Equality and Human Rights Panel (EHRP) who provide critical friend scrutiny on equality issues will also review EINAs. Feedback will be incorporated into the final report presented to Cabinet and Council Assembly.

## **2. Background and Context**

- 2.1 The PSED (the Equality Duty) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:
  1. Eliminating discrimination, harassment and victimisation
  2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal

access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of underrepresented groups; ensuring that people with disabilities are not disadvantaged in comparison to people without disabilities.

3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.
- 2.2 The PSED and the council's vision of creating a more equal Southwark is now reinforced in the two additional council values: that we will:
  - Always work to make Southwark more equal and just
  - Stand against all forms of discrimination and racism.
- 2.3 Although not currently covered in law, the Council has also committed to consider socio-economic disadvantage and related inequalities, alongside needs of different protected characteristics, as part of the commitment to implement the Socio-Economic Duty. The most deprived areas of the borough, for example, have the highest percentages of residents from Black, Asian and Multi-Ethnic backgrounds. The Socio-Economic Duty is a strategic duty and is also incorporated into the work of the development of the Borough Plan (e.g. Closing the Gap) and work to address health inequalities and the cost-of-living crisis.
- 2.4 The PSED requires public bodies to consider the potential consequences of decisions for meeting the needs of people who share protected characteristics and to take these into account before a decision is finalised. The report also recognises that the duty is a proactive, on-going and positive one that requires us to advance equality of opportunity and foster good relations between people in all that we do.
- 2.5 **The protected characteristics covered by the Public Sector Equality Duty are:**
  - age
  - disability
  - gender re-assignment; (we also include gender identity)
  - marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
  - pregnancy and maternity
  - race - this includes ethnic or national origins, colour or nationality
  - religion or belief
  - sex
  - sexual orientation
- 2.6 The PSED requires equalities considerations to be factored into policy-making and key decisions about budgets, functions and services, as an integral part of business planning and management rather than an add-on or silo activity.

### 3. Budget Equality Analysis Process and decision making

- 3.1 The PSED requires public bodies to ensure that the process they follow to assess the impact on equality of budget proposals is robust, and the impact that budget proposals could have on people with protected characteristics is thoroughly considered **before** any decisions are arrived at.



- 3.2 Budget proposals which are relevant to equality, such as those likely to impact on equality in the workforce and/or for local communities, should always be subject to a thorough assessment. This includes proposals to outsource or procure any of the functions of the Council. The assessment should form part of the proposal, and it should be considered carefully **before** making the decision.
- 3.3 An adequate and full equality analysis will enable a decision maker to consider fully the proposed proposal and its likely impact on equality for local communities and staff.
- 3.4 It is also important to remember that the potential impact is not just about numbers. Evidence of a serious impact on a small number of individuals is just as important as something that will impact on many people.
- 3.5 The assessment of impact on equality should be informed by up-to-date and reliable information about the different protected groups that the proposal is likely to have an impact on. A lack of information is not a sufficient reason to conclude that there is no impact. Engagement is also crucial to assessing the impact on equality. All those directly impacted by a proposal must be consulted prior to final decision making. Consultation and engagement information is an important source of information for adequate equality analysis together with local and national demographic and research data. Some have described equality analysis as, "consultation in action."
- 3.6 **Cumulative equality analysis** can be undertaken periodically over for example a 1-3 or 3-5 year time period to analyse impacts over a period of time for protected characteristics. It can also be undertaken in any one given year where budget proposals presented demonstrate cumulative disproportionate or negative impacts for any protected characteristic. It is also undertaken to ensure that the cumulative impact of separate decisions do not disproportionately impact or disadvantage any protected characteristic.
- 4. **On-going monitoring for equality impact and implementation of budget proposal decisions**
  - 4.1 The equality duty is an on-going and pro-active duty. It does not end with the production of an EINA. The PSED is a continuing duty that has to be considered in early decisions on a programme or project. Additionally, the PSED has to be revisited, and any assessment of the equality implications updated and built upon as necessary if circumstances change, proposals evolve, or there are further stages of decision-making on the programme or project.
  - 4.2 An EINA is an active document, and expectation is that it is also further built upon as part of business planning and review, especially when further information, feedback or complaints for example are received. This is particularly important in cases when due to factors such as gaps in information, lack of adequate information or consultation data EINAs have been produced.
  - 4.3 In the budget proposal decision making process it is important that a full EINA is undertaken or built upon as part of the further development of a proposal and implementation.

- 4.4 The EDI team will be undertaking on-going monitoring for equality impact of the budget proposal decisions as outlined in 1.1 of this report and will report to Cabinet in Summer 2025. This will be in line with the implementation of the Southwark Equality Framework and further strengthening of the EINA process in the Council.
- 4.5 Equality and Human Rights Panel (EHRP) are also able to ask to see any EINA drafted/produced as part of their external critical friend scrutiny role of the Council's implementation of the PSED and EDI work.

## 5. Southwark Equality Framework and Equality Impact and Needs Analysis (EINA)

- 5.1 The EINA process is integral to the wider Council wide EDI work, including implementation of the PSED and Council commitments to improve services to understand and meet diverse needs of local communities, advance equality of opportunity, and promote equality and good community relations.
- 5.2 Further work will be undertaken to strengthen the EINA process as part of the implementation and communication of the revised Southwark Equality Framework and EDI Action Plan. This will also include clear linkages to the Borough Plan, Council Delivery Plan and Transformation work, where an EINA process will be built into key Council wide areas and service areas from the start and built upon.

## 6. Summary of Fees and Charges and key findings from equality analysis undertaken

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments
Environment Sustainability & Leisure	213 & 214	Additional Income from Increased Fees and Charges in Leisure Services. Additional or uplifted charges in parks & leisure centre car parks, and across some other discretionary services – including tennis court hire and youth & adventure play, informed by benchmarking undertaken	Negative	Negative impact identified for Age, Religion and Belief and those experiencing socio-economic disadvantage.  Mitigation includes access to free tennis sessions, free junior membership for under 18s for Outdoor activity & Leisure, free pitch space to partner clubs at specific times (after school / school holiday) at Burgess Park Sports Centre to allow free or low-cost activity to be run for local children.  Funerals & Bereavement a sliding scale of charges that provides a value for money range of

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments
				<p>affordable services is in place.</p> <p>Concessions are available for the services and additional support is offered by the Council.</p>
<b>Children and Adults Services</b>	<b>Adult Community Learning Fees and Charges</b>	Increase in Adult Learning fees	Negative	<p>Some minor negative impacts have been identified which could disproportionately impact Age, Disability and Sex. However, it is likely that most impacts will be mitigated by the fully funded provision for those facing the most disadvantage, and the scale of the fee increases being relatively small. Most of the additional costs will fall to those learners undertaking non-critical life skills courses and elective creative courses.</p>
<b>Housing</b>	<b>Housing Fees and Charges</b>	<p>Increased costs for:</p> <ul style="list-style-type: none"> <li>• Handyperson Service</li> <li>• Estate Parking</li> <li>• Concierge</li> <li>• Hostels</li> <li>• Temporary Accommodation</li> <li>• Private Sector Housing               <ul style="list-style-type: none"> <li>○ Disabled facilities grants</li> <li>○ Landlord grants and loans</li> </ul> </li> </ul>	Negative	<p>The increases may have a negative impact on Age, Disability, Race and Socio-Economics</p> <p>In mitigation, extensive consultation on the concierge charges has been undertaken with residents. Also, residents on low income and in receipt of housing benefit and/or Universal Credit can include the charge in their claim.</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments
<b>Resources</b>	<b>Homeownership Services Fees and Charges</b>	Sales and Acquisitions -Conveyancing and legal documentation Business Systems - Loans and Mortgages, Pre-assignments, re-mortgages, postponements, gas servicing Operations - Garage and barrow store rents, s146 notices	Negative	Some minor negative impacts have been identified which could disproportionately impact Age, Disability, Race and those experiencing socio-economic disadvantage.  There is mitigation for Blue Badge holders who will be able to apply for the concessionary rent (this will be means tested from 1st April 2025).

## 7. Summary of key areas and key findings

### 7.1 Key findings

- 7.1.1 We now have a three-year budget cycle, and no new proposals were put forward for 2025-26, therefore the focus was on assessing Departmental Fees and Charges for equality impact.
- 7.1.2 Most fees and charges have been set at 5% (with a few exceptions such as Concierge charges and Leisure membership fees) and are above the 1.75% rate of inflation. From the equality analysis of the proposed fees and charges increase, it is evident there may be negative impact for the protected characteristics of age, disability, race, sex and socio- economics.
- 7.1.3 Where potential negative impact has been identified, mitigation actions have been considered and identified in the summary table presented in 6 above.
- 7.1.4 Although most of the fees have had a modest increase, they may adversely affect residents on lower incomes. The equality analysis has identified a relationship of socio-economic disadvantage with the protected characteristics of age, disability and race. With further data insight it will also be important to note the relationship with the other protected characteristic.

### 7.2 Budget proposal process and EINAs

- 7.2.1 To inform the budget proposal decision making stages through to Cabinet in February, all Cabinet leads will have been briefed and given feedback on budget proposals and the relevant equality impact and needs analysis (EINAs).

- 7.2.2 Full EINAs will be produced as part of outlined future re-design of service areas and will be monitored for on-going equality impact.
- 7.2.3 Full EINAs will also be undertaken as part of the implementation of those budget proposals with mainly staffing implications and will be made available subject to data protection considerations (for example, where numbers are small and staff could be identified, these will not be made publicly available but will be part of wider workforce monitoring reports produced by Human Resources).

### **7.3 Addressing gaps in information; and wider Council wide data insight work**

- 7.3.1 Data and information, including quantitative and qualitative information, including research both local and national, lived experiences and insight are crucial for an adequate and robust EINA process. Work has begun at a Council wide level to address gaps and build our data insight work. This will further help improve the EINA process and equality action planning work. Further work to implement the Southwark Equality Framework (e.g. equality monitoring systems and analysis; consultation and engagement; equality data mapping etc.) are also key to EINAs and evidenced based equality action planning and practice. Currently as well there is much data insight work being progressed at Ward and Neighbourhoods level, which will be crucial to council wide EDI work.

### **7.4 Further work with departments as part of the implementation of the Southwark Equality Framework**

- 7.4.1 As part of work to implement the Southwark Equality Framework, further work will be action planned to improve the EINA process as a whole, including further detailed guidance for departments and training workshops. Specifically in relation to the Budget proposal decision making processes, further meetings will be undertaken at an early stage with DMTs and SMTs.



# Equality Impact and Needs Analysis Guidance and Template

## **Budget Equality Analysis Children and Adult Services – Fees and Charges 2025-26**

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## Guidance notes

### Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

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

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

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate

discrimination.

- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

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

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

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

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

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.



## Section 1: Equality impact and needs analysis details

<b>Proposed policy/decision/business plan area to which this equality analysis relates</b>		Inflationary fee increase for Adult Community Learning			
<b>Equality analysis author</b>		Michael Crowe, Assistant Director – Transformation & Operations			
<b>Strategic Director:</b>		David Quirke-Thornton, Strategic Director – Children and Adult Services			
<b>Department</b>		Children & Adult Services	<b>Division</b>	Children’s Services	
<b>Period analysis undertaken</b> Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.  It can be further built upon and reviewed at implementation stage.		Cabinet approval			
<b>Indicative date of implementation of budget proposal if known</b>		April 2025			
<b>Sign-off</b>	Alasdair Smith	<b>Position</b>	Director of Children Service’s	<b>Date</b>	7 January 2025

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## Section 2: Description of budget proposal

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

In line with the Council's policy on default inflationary increases the schedule of fees for the Adult Community Learning Service are proposed to increase by 5% (rounded to the nearest 5p). The fee increases will be as follows:

Fee/Charge	2024-25 fee £	2025-26 fee £	%age increase
Childcare fees per hour	6.60	6.95	5.30%
Childcare fees per week	264.00	277.20	5.00%
Adult Learning Standard Fee per hour	5.50	5.80	5.45%
Adult Learning Standard Fee per hour (arts and creative sessions)	6.60	6.95	5.30%
Adult Learning Concessionary fee per hour	2.75	2.90	5.45%

The majority of the adult learning services courses are grant funded by the Education and Skills Funding Agency (ESFA) and the Greater London Authority (GLA). The service also provides a free creche for participating learners, that also functions as a day nursery for the wider community.

The fee changes are anticipated to generate increasing income to the council of £5,450.

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### Section 3: Overview of service users and key stakeholders consulted

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2. Service users and stakeholders	
<b>Key users of the department or service</b>	The users of the service are adult learners typically with lower educational qualification levels. Learners must be aged 19 years or older on 31 August of any enrolment year, and have a National Insurance number, unless they're attending a family learning session with a parent. The service is open to all, but charges/fees and eligibility for certain course is dependant on local residency.
<b>Key stakeholders were/are involved in this policy/decision/business plan</b>	Adult Learning Service Management Team Children and Adults Services Management Team

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## Section 4: Pre-implementation equality impact and needs analysis

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This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

**Socio-economic disadvantage may arise from a range of factors, including:**

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

**The public sector equality duty ( PSED )** requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

**The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will**

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

<b>Age</b> - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential Socio-Economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>Fee increases will have a small negative impact due to increasing costs for specific age groups as the service is a targeted provision for adults. The increases will impact all learners who are not eligible for fully funded fees.</p> <p>The majority of learners are in two particular age groups therefore this group will be disproportionately impacted by the changes proposed.</p>	<p>There is unlikely to be any significant negative impact on those facing socio-economic disadvantage. Learners facing some particularly acute socio-economic disadvantages are supported through fully funded learning on specific courses that are aimed at tackling key drivers of socio-economic disadvantage. This includes:</p> <ul style="list-style-type: none"> <li>• basic skills literacy and numeracy courses, and family learning programmes</li> <li>• those in receipt of active or unemployment benefits will not have to pay any fees to study ESOL, vocational qualification courses, full level 2 qualification courses, or other level 3 courses</li> <li>• learners who are not on active or unemployment benefits, who are aged 19 to 23 and are studying vocational qualification courses or their first full level 2 qualification course (excluding ESOL) will not have to pay any fees for those courses</li> <li>• Learners in employment, on an accredited course, and who are earning less than £25,642.50 annual gross salary/London Living Wage currently set at £13.15 per hour may be eligible to have their tuition fees, exam and registration costs waived for their part-time course; this is referred to as full-fee remission.</li> </ul> <p>People receiving the following benefits are eligible for a concessionary rate fees/charges:</p> <ul style="list-style-type: none"> <li>• Job Seekers Allowance</li> <li>• Employment and Support Allowance in the Work Related Activity Group</li> <li>• Universal Credit</li> <li>• or any other means-tested benefits</li> <li>• Retired learners - whose only source of income is the state pension, are eligible for a concessionary fee only if they</li> </ul>

	are also receiving one of the benefits listed above.																											
<b>Equality information on which above analysis is based</b>	<b>Socio-Economic data on which above analysis is based</b>																											
<p>All learners in use of the service are adult learners. The majority of learners fall within the 25-39 and 40-59 age groups.</p> <table><tr><th>Age Group</th><th>Numbers</th><th>Percentage</th></tr><tr><td>19-20</td><td>49</td><td>1.8%</td></tr><tr><td>21-24</td><td>245</td><td>8.9%</td></tr><tr><td>25-39</td><td>1378</td><td>50.0%</td></tr><tr><td>40-59</td><td>867</td><td>31.5%</td></tr><tr><td>60+</td><td>186</td><td>6.8%</td></tr></table>	Age Group	Numbers	Percentage	19-20	49	1.8%	21-24	245	8.9%	25-39	1378	50.0%	40-59	867	31.5%	60+	186	6.8%	<p>No data is collected on the intersection between age and socio-economic status of adult learners either locally or nationally. However, it is known that the proportion of learners using the service are slightly more likely to be resident in the 20% most deprived areas than the overall borough population. Those residing in the most deprived areas are also more likely to be accessing courses that are eligible for full funding and as such will not be impacted by fee increases.</p> <table><tr><th>Courses</th><th>Learner Rate (20% most deprived)</th><th>Borough Rate (20% most deprived)</th></tr><tr><td>Courses eligible for full funding</td><td>31.3%</td><td>20.8%</td></tr><tr><td>Wider courses</td><td>22.6%</td><td>20.8%</td></tr></table>	Courses	Learner Rate (20% most deprived)	Borough Rate (20% most deprived)	Courses eligible for full funding	31.3%	20.8%	Wider courses	22.6%	20.8%
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<b>Mitigating and/or improvement actions to be taken</b>																												
<p>The service is exploring options to for wider income generation to support overall running costs and mitigate any further fee increases. This will include, rental of premises spaces and the provision of additional discretionary courses aimed at wider cohorts of adult learners.</p>	<p>Continue to support learners to access their entitlement to fully funded learning or concessionary fees.</p>																											

**Disability** - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

**Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.**

**Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and**

	<b>negative)</b>
<p>Fee increases will have a small negative impact and disproportionate impact on those with a disability as with all groups not eligible for full funding or concessionary funding.</p> <p>Users of the service are more likely to have an acknowledge learning difficulty or disability than the overall population of Southwark</p>	As previous
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
The overall population of Southwark with a registered learning difficulty or disability is 13.7%, for learners using the service this is 21.3%. Learners accessing courses eligible for full funding are very slightly less likely to have a recognised learning difficulty or disability at 21%.	As previous
<b>Mitigating and/or improvement actions to be taken</b>	
The service is working closely with the local authority's special educational needs and disabilities team to design a stronger offer for those learners with difficulties and disabilities transitioning to adulthood. Including better promotion of fee free courses for eligible learners to increase the uptake of their entitlement.	Continue to support learners to access their entitlement to fully funded learning or concessionary fees.

<b>Gender reassignment:</b> - The process of transitioning from one gender to another. <b>Gender Identity:</b> Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>
No data is recorded on this characteristic.	As previous
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>

No data is recorded on this characteristic	As previous
<b>Mitigating and/or improvement actions to be taken</b>	

**Marriage and civil partnership** – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
No data is recorded on this characteristic	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
No data is recorded on this characteristic	
<b>Mitigating or improvement actions to be taken</b>	

**Pregnancy and maternity** - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
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No data is recorded on this characteristic.	
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
No data is recorded on this characteristic	
<b>Mitigating and/or improvement actions to be taken</b>	

<b>Race</b> - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>Fee increases are unlikely to significantly impact equality for this protected characteristic. Broadly the rate of learners accessing the service is in line with the borough population.</p>	<p>Whilst no intersectional data is recorded there is a significant overrepresentation of learners from non-white British backgrounds accessing courses where they are eligible for full funding, in comparison to the overall borough population.</p> <p>This is due in particular to a significantly higher proportion of learners from Black – African backgrounds accessing full funding eligible courses in:</p> <ul style="list-style-type: none"> <li>• Childcare</li> <li>• Family Learning</li> <li>• Literacy</li> <li>• Numeracy</li> </ul> <p>As well as learners from any other white background accessing ESOL courses.</p> <p>Learners accessing these fully funded 'skills for life' courses are more likely to be residing in areas of most deprivation</p>

		and, are more likely to be facing broader socio-economic challenges therefore it is a positive that the majority of these service users are in the cohort accessing free provision and are unimpacted by the proposals.																																																																																																									
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<b>Religion and belief</b> - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>
No data is recorded on this characteristic.	
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>

No data is recorded on this characteristic.	
<b>Mitigating and/or improvement actions to be taken</b>	

<b>Sex</b> - A man or a woman.																					
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>		<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>																			
The significant majority of learners accessing the service are female, therefore the fee increases despite being small have the potential to disproportionately impact on female learners.		Whilst no intersectional data is available to inform the analysis we know that the users of the service are more likely than the overall population to be from slightly more deprived backgrounds and to be from non-white backgrounds. As the service user base is so largely disproportionately female learners there is a high likelihood that they are similarly overrepresented in the other disadvantaged groups and therefore could face multiple impacts from the fee increases.  In contrast data shows that more deprived learners are significantly more likely to be accessing fully funded courses and this will therefore mitigate risk and impacts for those female learners already facing multiple disadvantage.																			
<b>Equality information on which above analysis is based</b>		<b>Socio-economic data on which above analysis is based</b>																			
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Mitigating and/or improvement actions to be taken	
Continue to support learners to access their entitlement to fully funded learning or concessionary fees.	Continue to support learners to access their entitlement to fully funded learning or concessionary fees.

<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
No data is recorded on this characteristic.	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
No data is recorded on this characteristic.	
Mitigating and/or improvement actions to be taken	

<b>Human Rights</b> There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
Potential impacts (positive and negative) of proposed policy/decision/business plan
There are no impacts on human rights from the proposals

<b>Information on which above analysis is based</b>
<b>Mitigating and/or improvement actions to be taken</b>

## **Conclusions**

**Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:**

**Have any potential significant concerns amongst service users or the wider community been identified?**

No potentially significant concerns have been identified from service users. Benchmark costs continue to show that Southwark rates are lower than many peer inner London authorities. This is due to now fee uplifts having been applied over most of the last 5 years.

**Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified?**

Some minor negative impacts have been identified which could disproportionately impact on Age, Disability and Sex. However, it is likely that most impacts will be mitigated by the fully funded provision for those facing the most disadvantage, and the scale of the fee increases being relatively small. The majority of the additional costs will fall to those learners undertaking non-critical life skills courses and elective creative courses.

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**Have you identified any negative or positive impacts re: the promotion of good community relations ?**

No positive or negative impacts identified

**Are there any specific implications for groups experiencing socio-economic disadvantage ?**

It is unlikely that those groups experiencing the most socio-economic disadvantage will be impacted by the proposals as these groups are most likely to be accessing the fully grant funded provision at the service.

**Are there any specific implications for groups experiencing socio-economic disadvantage and protected characteristics ?**

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As above, however due to the disproportionate level of female learners there is a small likelihood that for any female learners who are outside or on the margins of eligibility for fully subsidised learning there is a potential for some intersectional impacts being disproportionately felt by this group.

**Are there any specific implications for Borough Plan priorities or commitments ?**

There are no specific implications for the Borough Plan priorities or commitments

## Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Potential negative impact for Age, Disability and Sex. There is a need to ensuring learners are accessing their full entitlements	Continue to promote free learning eligibility with communities and the service user base	Immediate
2			
3			
4			
5			
6			
7			

5. Equality and socio-economic objectives (for business plans)				
Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
N/a				


<b>6. Review of implementation of the equality objectives and actions</b>
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**Implementation Equality Impact and Needs Analysis of budget proposal:**  
**proposed date if known**



# Equality Impact and Needs Analysis

## Budget Equality Analysis Full Template: 2024

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**Housing Directorate – fees & charges,  
2025-26**

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## Guidance notes

### Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

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

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

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.

- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

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

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

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

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

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

## Section 1: Equality impact and needs analysis details

<b>Proposed policy/decision/business plan area to which this equality analysis relates</b>		Housing Directorate Fees and Charges 2025/26			
<b>Equality analysis author</b>		Robert Weallans			
<b>Strategic Director:</b>		Hakeem Osinaike			
<b>Department</b>		Housing	<b>Division</b>	Strategy and Business Support	
<b>Period analysis undertaken</b> Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.  It can be further built upon and reviewed at implementation stage.		<b>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing</b> <ul style="list-style-type: none"> <li>January Cabinet Equality Analysis</li> <li>January Overview and Scrutiny Committee</li> </ul>			
<b>Indicative date of implementation of budget proposal if known</b>		7 <sup>th</sup> April 2025			
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

## Section 2: Description of budget proposal

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

This EINA reviews the fees and charges proposals for 2025/26 across the Housing Directorate (as per Appendix D of the Fees and Charges Cabinet Report).

Appendix D lists the following fees and charges for the Housing Department:

- Handyperson Service
- Estate Parking
- Concierge
- Hostels
- Temporary Accommodation
- Private Sector Housing
  - Disabled facilities grants
  - Landlord grants and loans

The following fees and charges are also listed as Housing Fees and Charges, but the Homeownership Service is currently provided by the Resources Department.

The Resources Department have produced a separate EINA which covers the following areas:

- Sales and Acquisitions – Conveyancing and legal documentation
- Business Systems – Loans and Mortgages, Pre-assignments, re-mortgages, postponements, gas servicing
- Operations – Garage and barrow store rents, s146 notices

With the cost of providing charged-for goods and services going up due to inflation and other factors, the Council need to increase its charges by an equivalent amount to ensure that it continues to recover its costs. In reviewing fees and charges for 2025-26 the overall policy is to increase them to a level that is at least in line with neighbouring authorities except where this either conflicts with council policy or would lead to adverse revenue implications or would impact adversely on vulnerable clients.

The council's annual fees and charges for non-statutory services are set annually in line with the council's medium term resources strategy. For the period 2025/26, fees and charges in Housing Services have generally been increased by 5%. On several of the fee proposals the percentage increase is slightly higher or lower, where the fee has been rounded up to the nearest ten pence.

The 5% increase will have a negative economic impact on some users, particularly those on lower incomes but will help ensure the continued delivery of the service for those users, which would otherwise have a bigger negative impact. For those in receipt of housing benefit or universal credit, some of the increases may be covered by those benefits.

For disabled facilities grants and repair grants and loans, fees will continue to be based on a percentage of the capital grants that it dispenses. All clients who receive a grant or loan pay a fee for the work undertaken; this is an allowable expense and is taken into account when assessing the grant due to the client. This continues to be set at the same proportions of the cost of the works as in 2024/25, therefore there is no proposed change in this area, except for the

administration fees which will increase by 5%.

For housing fees and charges, it is only the charges for concierge services that exceed the 5.5% increase (taking account of the ten pence roundup). These increases resulted from the need to vary the current way the service is re-charged to tenants and leaseholders, so that it becomes self-funding and both tenants and leaseholders contribute in a fair and equitable manner. A Full review of the service was carried out and residents were consulted on these proposals. This affects residents on the following estates:

- Draper House (10% increase - £13.39 to £15.36)
- Castlemead (21% increase - £13.54 to £16.37)
- Bishopsmead (103% increase - £4.37 to £8.89)
- Churchmead (103% increase - £4.40 to £8.95)

For concierge fees and services, all affected residents on those estates will see their charges increase with the proposed methodology. Some tenants in Bishopsmead and Churchmead will be charged for the service for the first time. Some residents on low income and receipt of housing benefit and/or Universal Credit will be able to include the service charge in their claim. Council homeowners will generally be more adversely impacted by the proposed new charges as they have historically benefited from a 20% discount.

### Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
<b>Key users of the department or service</b>	<ul style="list-style-type: none"> <li>• Council tenants</li> <li>• Home owners</li> <li>• Housing association tenants</li> <li>• Private landlords</li> </ul>
<b>Key stakeholders were/are involved in this policy/decision/business plan</b>	<p>To date:</p> <ul style="list-style-type: none"> <li>• Director of Housing</li> <li>• Housing Department Senior Management Team</li> <li>• Cabinet members</li> </ul>

## Section 4: Pre-implementation equality impact and needs analysis

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This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

**Socio-economic disadvantage may arise from a range of factors, including:**

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

**The public sector equality duty (PSED )** requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

**The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will**

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

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

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)																								
<p>Most of the increases in fees have been applied at the rate of 5%. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The Handyperson Service is specifically for those aged 60 or over or have a disability (no age limit). The increase in the fees and charges will protect the delivery of these services given the increased costs involved in providing the service for the benefit of older and/or disabled residents.</p> <p>The fees and charges for the disabled facilities grant will continue to be calculated in the same way as in 2024/25, as a proportion of the overall cost of the works.</p> <p>The 5% increase in the cost of a carers parking permit will affect older and/or disabled people more than other residents but the increase is small at only £2 (£40 to £42) so the impact will be low.</p> <p>The following 2021 census table gives an indication of how many households have a household reference person who is aged 65 or older by tenure.</p> <table><tr><th>Tenure of household</th><th>Total</th><th>Aged 16 to 64 years</th><th>Aged 65 years and over</th></tr><tr><td>Total</td><td>130,819</td><td>112,409</td><td>18,392</td></tr><tr><td>Owned: Owns outright</td><td>13,879</td><td>8,431</td><td>5,446</td></tr><tr><td>Owned: Owns with a mortgage or loan or shared ownership</td><td>27,052</td><td>26,057</td><td>995</td></tr><tr><td>Rented: Social rented</td><td>51,990</td><td>41,109</td><td>10,872</td></tr><tr><td>Rented: Private rented or lives rent free</td><td>37,898</td><td>36,812</td><td>1,079</td></tr></table>	Tenure of household	Total	Aged 16 to 64 years	Aged 65 years and over	Total	130,819	112,409	18,392	Owned: Owns outright	13,879	8,431	5,446	Owned: Owns with a mortgage or loan or shared ownership	27,052	26,057	995	Rented: Social rented	51,990	41,109	10,872	Rented: Private rented or lives rent free	37,898	36,812	1,079	<p>Proposed charges impact all but do not disproportionately affect people based on their age alone.</p> <p>Some older residents may be on lower incomes and experience economic disadvantage.</p>
Tenure of household	Total	Aged 16 to 64 years	Aged 65 years and over																						
Total	130,819	112,409	18,392																						
Owned: Owns outright	13,879	8,431	5,446																						
Owned: Owns with a mortgage or loan or shared ownership	27,052	26,057	995																						
Rented: Social rented	51,990	41,109	10,872																						
Rented: Private rented or lives rent free	37,898	36,812	1,079																						
Equality information on which above analysis is based	Socio-Economic data on which above analysis is based																								
Census 2021 data Table RM201 - Tenure by age - Household Reference Persons	N/A																								
Mitigating and/or improvement actions to be taken																									
For concierge services, to support residents in ensuring the charge is covered by housing benefit and/or Universal Credit.	No further actions																								

**Disability** - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

<p>Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.</p>	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>The Handyperson Service is specifically for those aged 60 or over or have a disability (no age limit). But the increase in the fees and charges will protect the delivery of these services given the increased costs involved in providing the service for the benefit of older and/or disabled residents.</p> <p>Some disabled residents face higher costs in areas such as energy use. These residents may therefore benefit further from schemes such as energy savings grants. There is a small increase in the administration fee in this area, but this is unlikely to have a significant impact.</p> <p>The 5% increase in the cost of a carers parking permit will affect older and/or disabled people more than other residents but the increase small at only £2 (£40 to £42) so the impact will be low.</p> <p>The other changes in fees are unlikely to have any impact on this protected characteristic group that is greater than any other resident and therefore deemed low impacts.</p>	<p>Research shows that in London overall, families that include a disabled person are more likely to be in poverty than families without a disabled person. The research shows that there is a clear trend between the level of deprivation in a neighbourhood and the proportion of the population that is Disabled.</p> <p>Disability is not a factor in setting charges.</p>
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
<p>In 2021, 8.2% of Southwark residents were identified as being disabled - How life has changed in Southwark: Census 2021(ons.gov.uk)</p>	<p><a href="#">Census 2021 deep dive: disability and deprivation in London   Trust for London</a></p>
<b>Mitigating and/or improvement actions to be taken</b>	
<p>For concierge services, the charge is covered by housing benefit and/or Universal Credit, where this is received.</p>	<p>No further actions</p>

<p><b>Gender reassignment:</b></p> <ul style="list-style-type: none"> <li>- The process of transitioning from one gender to another.</li> </ul> <p><b>Gender Identity:</b> Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.</p>	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>The proposed change in fees and charges are unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p>	<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage different genders within the protected characteristics. Gender is</p>



	not a factor in setting charges.
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A

**Marriage and civil partnership** – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The proposed fees and charges will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category.	None of the charges proposed will disproportionately affect anyone based on their marital status. Marital status is not a factor in setting charges.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating or improvement actions to be taken</b>	
N/A	N/A

**Pregnancy and maternity** - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The proposed fees and charges will not specifically have an impact which those who are pregnant or in the maternity stage.	The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage pregnant and mothers in the maternity category. Pregnancy and Maternity is not a factor in setting charges.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A

**Mitigating and/or improvement actions to be taken**

N/A

N/A

**Race** - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

**Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.**

**Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)**

The change in fees may have a low impact on Race. Census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds. Across the borough, some ethnic groups are over or unrepresented in different tenures as per the following census 2021 table. So there is a risk that the increases might impact this group more negatively, but the fee increases are low at 5% and some increases may be covered by housing benefit or universal credit where this is received.

There is a 1.70% increase in the rent on a traveller pitch. This is in line with CPI as of September 2024 so the impact will be low.

None of the charges proposed will disproportionately affect anyone based on their race.

JSNA census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds, so there is a risk that the increases might impact this group more negatively.

Ethnic group	Total	Owned	Owned: Owns outright	Owned: Owns with a mortgage or loan or shared ownership	Rented	Rented: Social rented	Rented : Private rented or lives rent free
Total	100%	100%	100%	100%	100%	100%	100%
Asian, Asian British or Asian Welsh	9%	10%	10%	10%	9%	6%	12%
Black, Black British, Black Welsh, Caribbean or African	23%	10%	9%	10%	30%	45%	8%
Mixed or Multiple ethnic groups	5%	4%	3%	4%	5%	5%	6%
White	57%	74%	75%	73%	50%	38%	66%
White: English, Welsh, Scottish, Northern Irish or British	40%	56%	60%	54%	32%	30%	36%
White: Irish	3%	3%	3%	3%	2%	3%	2%
White: Gypsy or Irish Traveller, Roma or Other White	15%	15%	12%	16%	15%	6%	28%
Other ethnic group	5%	3%	3%	3%	7%	6%	7%

<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
Census 2021 RM134 - Tenure by ethnic group - Household Reference Persons	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
For concierge services, the charge is covered by housing benefit and/or Universal Credit where this is received.	N/A

**Religion and belief** - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their religion or belief. Religion is not a factor in setting charges.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A

**Sex** - A man or a woman.

<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their sex. Sex is not a factor in setting charges.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A

<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
None of the proposed changes are anticipated to impact this protected characteristic group more than other residents.	None of the charges proposed will disproportionately affect anyone based on their sexual orientation. Sexual Orientation is not a factor in setting charges.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	

<b>Human Rights</b> There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>
None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination.  The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)
<b>Information on which above analysis is based</b>
As above
<b>Mitigating and/or improvement actions to be taken</b>
As above

### Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

- Have any potential significant concerns amongst service users or the wider community been identified? No
- Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified? Yes, potentially low impact for Age, Disability and Race. Some services are specifically for older people and/or disabled people. So the increase in charges will have an impact but this should be low as the increases are no more than 5.5% (taking account of the ten pence rounding). These increases in charges and fees will help ensure continued provision of the service for these groups, given the increased cost of delivering these services.
- Have you identified any negative or positive impacts re: the promotion of good community relations? No

- Are there any specific implications for groups experiencing socio-economic disadvantage? No
- Are there any specific implications for groups experiencing socio-economic disadvantage and protected characteristics? No
- Are there any specific implications for Borough Plan priorities or commitments? No

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## Section 5: Further equality actions and objectives

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5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	<b>Age</b> - Low level negative impacts as result of increases in the fees and charges within the protected age groups.	Residents in receipt of Housing Benefit and Universal Credit may include some of the increases in their claims.	N/A
2	<b>Disability</b> - Low level negative impacts as result of increases in the fees and charges within the protected disability groups.	Residents in receipt of Housing Benefit and Universal Credit may include some of the increases in their claims.	N/A
3	<b>Race</b> : Low level negative impacts as result of increases in the fees and charges.	Residents in receipt of Housing Benefit and Universal Credit may include some of the increases in their claims.	N/A
4	<b>Religion and Belief</b> : Neutral	NONE	N/A
5	<b>Gender Reassignment/Identity</b> : Neutral	NONE	N/A
6	<b>Marriage and Civil Partnership</b> : Neutral	NONE	N/A
7	<b>Pregnancy and Maternity</b> : Neutral	NONE	N/A
8	<b>Sexual Orientation</b> : Neutral	NONE	N/A
9	<b>Sex</b> : Neutral	NONE	N/A
10	Negative impact for Socio Economics as residents on low incomes maybe disproportionately affected by the fees and charges increase.	The council has a statutory duty to protect those on low or, or no income, and supports with claims for Council Tax support, Housing Benefit, universal Credit.	Continue to monitor and benchmark fees.

### 5. Equality and socio-economic objectives (for business plans)

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

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark				

### 6. Review of implementation of the equality objectives and actions


**Implementation Equality Impact and Needs Analysis of budget proposal:**  
**proposed date if known**



# Equality Impact and Needs Analysis

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**Budget Equality Analysis Full Template:**

**Resources– Fees & Charges, 2025-26**

## Guidance notes

### Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

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

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

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

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

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or



be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

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

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

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

## Section 1: Equality impact and needs analysis details

<b>Proposed policy/decision/business plan area to which this equality analysis relates</b>		Homeownership Services Fees and Charges			
<b>Equality analysis author</b>		Louise Turff			
<b>Strategic Director:</b>		Clive Palfreyman			
<b>Department</b>		Resources	<b>Division</b>	Customer and Exchequer	
<b>Period analysis undertaken</b> Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.  It can be further built upon and reviewed at implementation stage.		<b>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing:</b> <ul style="list-style-type: none"> <li>• Budget Challenge and date</li> <li>• `December Equality Analysis</li> </ul>			
<b>Indicative date of implementation of budget proposal if known</b>		25/26			
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

## Section 2: Description of budget proposal

### Please provide full details of the budget proposal

This ENIA reviews the fees and charges proposals for 2025/26 Homeownership Services in Customer and Exchequer.

Services which fall within this area that have associated fees and charges are;

Sales and Acquisitions – Conveyancing and legal documentation

Business Systems – Loans and Mortgages, Pre-assignments, re-mortgages, postponements, gas servicing  
Operations – Garage and barrow store rents, s146 notices

Residents and customers currently pay specific fees and charges for a wide range of activities and services such as enfranchisement and sale of freehold reversionary interest, permissions to alter, copies of legal documents, pre-assignment and re-mortgage packs, mortgage and loan applications and redemptions, s146 notices, and garage and barrow store rents. Some of these fees and charges are mandated by statute or contract and the council is legally required to adopt these levels, whilst other fees and charges are set at levels using the council's discretion. With the cost of providing charged-for goods and services going up due to inflation and other factors, the Council need to increase its charges by an equivalent amount to ensure that it continues to recover its costs.

The council's annual fees and charges for non-statutory services are set annually in line with the council's medium term resources strategy. For the period 2025/26, fees and charges in Homeownership Services have generally been increased by 5%. On several of the fee proposals the percentage increase is slightly higher or lower, where the fee has been rounded up to the nearest ten pence or pound.

Four fees have been increased by a higher percentage:

Mandatory service charge loan application fee – an increase of 30% under statute (s450 of the Housing Act 1985 and The Housing (Service Charge Loans) Regulations 1992)

Additional discretionary service charge loan application fee – an increase of 18.23% to gradually align the charge to the discretionary service charge loan application fee.

Concessionary garage rent for council housing resident blue badge holders – an increase of 6.6% reflecting the fact that the concession is a £5 reduction from the standard garage rent.

Concessionary garage rent for current licensees over 70 years of age – and increase of 19.29% reflecting that the concession is a £2.50 reduction from the standard garage rent.

A decision was made on 10<sup>th</sup> December 2024 to amend the concessionary garage rent policy following a review requested by Cabinet in January 2024. A full ENIA was carried out prior to the decision being made.

Two new fees have been introduced within Homeownership Services for EWS1 certificates and statements of assurance, to reflect the costs involved in providing this information, which some mortgage lenders require in order to lend on specific property types.

Potential impacts and possible mitigations of these proposals are explored in detail in the sections below.

### Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
<b>Key users of the department or service</b>	<p>Leaseholders and freeholders who have purchased directly from the Council via the Right to Buy or another sales scheme, and those who have purchased ex-council properties on the open market.</p> <p>Secure tenants of the council applying to buy their property or access other sales schemes.</p> <p>Council housing residents who rent garages or barrow stores.</p> <p>General public who rent garages or barrow stores.</p>
<b>Key stakeholders involved in this decision</b>	<p>To date:</p> <ul style="list-style-type: none"> <li>• Strategic Directors of Resources and Housing</li> <li>• Director of Customer and Exchequer</li> <li>• Head of Homeownership Services</li> <li>• Cabinet members</li> </ul>

## Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

**Socio-economic disadvantage may arise from a range of factors, including:**

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

**The public sector equality duty ( PSED )** requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

**The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will**

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

<b>Age</b> - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential Socio-Economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>In the main increases in fees have been applied at the rate of 5%. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident</p> <p>The fees in relation to the garage concessionary rate will affect older residents more. However, the impact is considered to be low as garage rental is a non-essential provision from the Council, and the alternative garage sites are available to rent within the private sector on a range of weekly charges.</p> <p>The introduction of fees for External Wall Survey Certificates and Statements of Assurance is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p>	<p>Proposed charges impact all but do not disproportionately affect people based on their age alone. Age is not a factor in setting charges</p> <p>An Equality Impact and Needs Assessment was carried out at the time of the policy review on the concessionary charge.</p>
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
<p>Equality data is not held on homeowners so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership.</p>	<p>N/A</p>
<b>Mitigating and/or improvement actions to be taken</b>	
<p>Older residents who hold a blue badge will still be able to apply for the full concessionary rate</p>	

**Disability** - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The proposed change may have a low impact on disabled residents.	Research shows that in London overall, families that include a disabled person are more likely to be in poverty than families without a disabled person. The research shows that there is a clear trend between the level of deprivation in a neighbourhood and the proportion of the population that is Disabled.  Disability is not a factor in setting charges.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<p>In 2021, 8.2% of Southwark residents were identified as being disabled - How life has changed in Southwark: Census 2021(ons.gov.uk)</p> <p>Equality data is not held on homeowners so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership.</p> <p>Equality data is not held on garage licensees, other than a record of those receiving the concessionary rent by virtue of holding a blue badge.</p>	<a href="#">Census 2021 deep dive: disability and deprivation in London   Trust for London</a>
Mitigating and/or improvement actions to be taken	
Blue badge holders will still be able to apply for the concessionary rent, but this will be means tested from 1 <sup>st</sup> April 2025.	<b>No further actions</b>

<b>Gender reassignment:</b> - The process of transitioning from one gender to another. <b>Gender Identity:</b> Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.	The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage different genders within the protected characteristics. Gender is not a factor in setting charges.  .
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	

N/A	N/A
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<b>Marriage and civil partnership</b> – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. <b>(Only to be considered in respect to the need to eliminate discrimination.)</b>	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan</b>	<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category..	None of the charges proposed for Homeownership Services will disproportionately affect anyone based on their marital status .
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
None	None
<b>Pregnancy and maternity</b> - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage this protected characteristics.	The proposed fees and charges will not specifically have an impact which will benefit or disadvantage pregnant and mothers in the maternity category.  Pregnancy and Maternity is not a factor in setting charges.
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
None	None



<b>Race</b> - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The change in fees may have low impact on Race. Census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.	None of the charges proposed will disproportionately affect anyone based on their race.  JSNA census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
Equality data is not held on homeowners so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership.	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A

<b>Religion and belief</b> - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their religion or belief.  Religion is not a factor in setting charges.
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	

N/A.	No further actions
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<b>Sex</b> - A man or a woman.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their sex.  Sex is not a factor in setting charges.
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	
<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
None of the proposed changes are anticipated to impact this protected characteristic group more than other residents.	None of the charges proposed will disproportionately affect anyone based on their sexual orientation.  Sexual Orientation is not a factor in setting charges.
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
None	

### Human Rights

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

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

None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination.

The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)

<b>Information on which above analysis is based</b>
As above
<b>Mitigating and/or improvement actions to be taken</b>
As above

## **Conclusions**

**Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:**

- 
- Have any potential significant concerns amongst service users or the wider community been identified? Amendments to the garage concessionary charge rate were included in the consultation on the HRA rent setting report, and no concerns were raised.
  - Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified? Yes – potentially low impact for Age , Disability, Race and Socio Economics. Equalities data is not held on homeowners or garage licensees so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership or garage rental.
  - Have you identified any negative or positive impacts re: the promotion of good community relations? No
  - Are there any specific implications for groups experiencing socio-economic disadvantage? No
  - Are there any specific implications for Borough Plan priorities or commitments? None identified.
- 

## **Section 5: Further equality actions and objectives**

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<b>5. Further actions</b>			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
<b>Number</b>	<b>Description of issue</b>	<b>Action</b>	<b>Timeframe</b>
1	<b>Age</b> - Low level negative impacts as result of changes to the garage concessionary charge.	Blue badge holders will still be able to apply for the concessionary rent, but this will be means tested from 1st April 2025	Completed
2	<b>Disability</b> - Low level negative impacts as result of changes to the garage concessionary charge	Blue badge holders will still be able to apply for the concessionary rent, but this will be means tested from 1st April 2025	N/A Completed
3	<b>Religion and Belief:</b> Neutral	NONE	N/A

4	<b>Race:</b> Low level negative impacts as result of changes to the garage concessionary charge	NONE	N/A
5	<b>Gender Reassignment/Identity:</b> Neutral	NONE	N/A
6	<b>Marriage and Civil Partnership:</b> Neutral	NONE	N/A
7	<b>Pregnancy and Maternity:</b> Neutral	NONE	N/A
8	<b>Sexual Orientation:</b> Neutral	NONE	N/A
9	<b>Sex:</b> Neutral	NONE	N/A
10	Negative impact for Socio Economics as residents on low incomes maybe disproportionately affected by the fees and charges increase.	The council has a statutory duty to protect those on low or, or no income, and supports with claims for Council Tax support, Housing Benefit, universal Credit. All Homeownership fees are for discretionary services.	Continue to monitor and benchmark fees.

#### 5. Equality and socio-economic objectives (for business plans)

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

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark				

#### 6. Review of implementation of the equality objectives and actions



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**Implementation Equality Impact and Needs Analysis of budget proposal:  
proposed date if known**

# Equality Impact and Needs Analysis

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## **Budget Equality Analysis Full Template:**

### **Leisure Directorate – fees & charges, 2025-26**

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## Guidance notes

### Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

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

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

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

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

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

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

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

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.



## Section 1: Equality impact and needs analysis details

<b>Proposed policy/decision/business plan area to which this equality analysis relates</b>		Leisure Directorate Fees and Charges 2025/26 Leisure centres fees and charges are subject to a separate EINA given the volume and range of changes proposed.			
<b>Equality analysis author</b>		Leisure Directorate Heads of service			
<b>Strategic Director:</b>		Toni Ainge			
<b>Department</b>		Environment, Sustainability & Leisure	<b>Division</b>		Leisure
<b>Period analysis undertaken</b> Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.  It can be further built upon and reviewed at implementation stage.		<b>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing:</b> <ul style="list-style-type: none"> <li>Budget Challenge</li> <li>October Equality Analysis</li> </ul>			
<b>Indicative date of implementation of budget proposal if known</b>		25/26			
<b>Sign-off</b>		<b>Position</b>		<b>Date</b>	

## Section 2: Description of budget proposal

### Please provide full details of the budget proposal

This EINA reviews the fees and charges proposals for 2025/26 across the Leisure Directorate.

Services which fall within this area that have associated fees and charges are;

Leisure centres – 8 leisure centres

Outdoor sport – sports pitches, tennis courts, BMX track, fitness licences

South Dock Marina – Boatyard and 200 berth marina

Bereavement Services – 3 Cemeteries and a crematorium

Libraries – 12 libraries, heritage centre, home library service, local archives service

Youth and play service – 3 youth centres and 3 outdoor adventure play staffed sites

Events – All outdoor events across the borough

Film location service – permits to film in council owned land

Parks – 105 open spaces with car parking and fishing lakes (not including Housing Estates' green spaces)

Leisure centres fees and charges are subject to a separate EINA given the volume and range of changes proposed.

Residents and customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application, land charges fees, leisure activities, care related charges etc. Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at levels using the council's discretion. With the cost of providing charged-for goods and services going up due to inflation and other factors, the Council need to increase its charges by an equivalent amount to ensure that it continues to recover its costs.

The council's annual fees and charges for non-statutory services are set annually in line with the council's medium term resources strategy. For the period 2025/26, fees and charges in the leisure directorate have for the most parts been set at 5% (aside from South Dock Marina mooring fees which used CPI+1%). On several of the fee proposals the percentage increase is slightly higher, where the fee has been rounded up to the nearest ten pence or pound.

Several new fees have been introduced across the Directorate and the reasons for these are numerous;

- Due to market demand for a particular service
- To create more flexibility in the offer for residents
- To simplify pricing of services so it is clearer for residents
- To reflect increases in some of the suppliers' fees (e.g. Bereavement Services)

Where new prices have been introduced, they have been benchmarked against similar services being provided by neighbouring boroughs or the nearest comparison.

Potential impacts and possible mitigations of these proposals are explored in detail in the sections below.

### Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<p><b>Leisure Centres</b> – Leisure centre users and members, GP referral clients, local sports clubs, local community groups</p> <p><b>Outdoor sport</b> – sports clubs</p> <p><b>South Dock Marina</b> – Berth holders, Thames based marina businesses, some other small businesses</p> <p><b>Bereavement Services</b> – Bereaved families, Funeral Directors</p> <p><b>Libraries</b> – All library members, community groups, researchers, students,</p> <p><b>Youth and play service</b> – young residents, sports clubs, community clubs</p> <p><b>Events</b> – All residents, event companies, community groups, cultural groups</p> <p><b>Parks</b> – All residents, sports clubs, community groups, Friends of Groups, volunteers, conservation groups</p>
Key stakeholders involved in this decision	<p>To date:</p> <ul style="list-style-type: none"> <li>• Director of Leisure</li> <li>• Head of Culture, Head of Leisure, Head of Parks &amp; Natural Environment</li> <li>• Cabinet member</li> </ul>

## Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

**Socio-economic disadvantage may arise from a range of factors, including:**

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

**The public sector equality duty (PSED )** requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of underrepresented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

**The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will**

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

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

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>In the main increases have been applied at 5%, except where benchmarking has indicated any particular fee is already at the upper end. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident</p> <p><u>Culture Division: Libraries</u> Only two Fees are proposed to be increased above 5% these are linked to book stock requests for stock items) from 0.65p to 0.70p to bring in line with other boroughs and non-stock items from £3 to £4 part of the contract consortia in place to provide books and we have no influence on how it is set. The second services which would experience the steepest increase is not very commonly used and will impact a very small number of customers, for context in 23/24 there were 13,246 stock items requests (6,547 different borrowers) compared to 60 nonstock ones.</p> <p><u>Culture Division: Youth and Play service</u> A new reduced room booking fee for the Damilola Taylor Centre specific for Youth related activities is proposed, this would represent a reduction on the cost for room bookings for this type of activity, in order to promote the use of these buildings by organisations working with young people as much as possible. This is being subsidised by an above inflation increase on the adult and standard rates (i.e. for businesses etc). This is because these rates need to cover the cost of opening the building out of hours and therefore have been increased to better reflect this cost. In addition, the adult community rate helps subsidise a reduced youth rate that supports local VCS youth groups and schools to use our centres. This would primarily impact on private businesses wanting to hire the space</p> <p><u>Culture division: Culture and events</u> "Environmental impact fee " from the current 10% to 12.5% this is to reflect feedback received from resident and stakeholder consultations as well to emphasise the importance the council places on sustainability and improvements on the natural environment of our parks.</p> <p><u>Parks &amp; Natural Environment</u> The fees in relation to outdoor activity are unlikely to have any impact on this protected characteristic group that is greater than any other resident and many concessions are offered within the mitigation.</p> <p>The fees in relation to cremation/burial are unlikely to have any impact on this protected characteristic group that is greater than any other resident and various value for money options are offered in the scale of charges.</p> <p>Fees in relation to South Dock Marina, the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident</p>	<p><u>Analysis shows</u> that over the ten-year period since the 2011 Census, the most significant changes in the age structure in our borough have been in adults aged between 55 and 70, and children aged under 5. The largest increase in population has been among those aged 55 to 59, with an increase of 59% over the period, or 6,500 people. In comparison, the largest decline in population has been seen among those aged 0 to 4, with a decrease of 21%, or 4,400 people. The decrease in this age group in Southwark is larger than across London as a whole (-11%), and England (-7%). However, all have seen a drop, reflecting the decline in birth rates.</p> <p><u>Culture division fees</u> only a very reduced number of fees are proposed to be above 5%, it is not envisaged that any would be a disproportionate negative effect upon customers based on their age with the exception of adult youth centre bookings in the context of positively impacting youth focused bookings.</p> <p><u>Park &amp; Natural Environment</u> Proposed charges impact all but do not disproportionately affect people based on their age alone. Age is not a factor in setting charges.</p> <p>Southwark continually strives to support health and wellbeing and has many concessions in place to provide access and support to services.</p> <p>Funeral Planning is a higher priority for those in higher age brackets and support towards funeral payments can be accessed.</p>

Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	<a href="#">Census 2021 deep dive: Older people and deprivation in London   Trust for London</a>
Mitigating and/or improvement actions to be taken	
<p><u>Culture division fees</u></p> <p>None needed</p> <p><u>Parks &amp; Natural Environment</u> Free Junior membership for under 18's that sign up that enables 30 min daily court bookings without charge (can be a family activity and include older relations playing with the children)</p> <p>We and our tennis coaching contractors are creating free weekly tennis sessions at 6 parks for people of all ages (Sat or Sun morning). 2 have started, more to expand in 2024.</p> <p>We are developing the Concession price for tennis with older people able to register and access court bookings, (65yrs+) able to get a reduced rate.</p> <p>We offer free pitch space to partner clubs at specific times (after school / school holiday) at Burgess Park Sports Centre to allow free or low-cost activity to be run for local children.</p> <p>Funerals &amp; Bereavement a sliding scale of charges that provides a value for money range of affordable services is in place. These provide flexibility and cost to cater for the needs. The new fees and charges provide a longer service for a more reasonable price than previously charged. Support towards government financial options remains available along with Public Health Funeral Guidance.</p> <p>It appears that there is no significant disproportionate impact on groups or individuals that share one or more protected characteristic. The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>The Council in addition continues to provide a wide range of support schemes across to support residents.</p>	<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>The Council in addition continues to provide a wide range of support schemes across to support residents.</p>

**Disability** - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p>Over 42,000 residents in Southwark (14%) had a disability at the time of the 2021 Census. Of those 8.2% of Southwark residents were identified as being disabled <u>and</u> limited a lot. This figure decreased from 11.1% in 2011. Over 33,000 households had a least one person with a disability, equivalent to 25% of households in the borough.</p> <p>Our membership data shows that 31% left it as blank ie 58,733, however given that our membership is representative of our population in relation to age, gender and ethnicity it is highly likely that it also is in relation to disability.</p> <p>The introduction of slightly above inflation uplift for fees and charges mentioned above is minimal and are unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The introduction of an adult community rate at Damilola Taylor Centre enable a lower charge rate for community groups working with adults with disabilities that is lower than the Standard rate.</p> <p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident and therefore deemed low impact.</p>	<p>Research shows that in London overall, families that include a disabled person are more likely to be in poverty than families without a disabled person. The research shows that there is a clear trend between the level of deprivation in a neighbourhood and the proportion of the population that is Disabled.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
<a href="#">Southwark Demographics - Southwark Council</a>	<a href="#">Census 2021 deep dive: disability and deprivation in London   Trust for London</a>
Mitigating and/or improvement actions to be taken	
<p>The council's services have a wide range of measures to ensure the service is accessible and inclusive to people who have disabilities including various concessionary charges across various services.</p>	<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>The Council in addition continues to provide a wide range of support schemes across to support residents.</p>

<b>Gender reassignment:</b> - The process of transitioning from one gender to another. <b>Gender Identity:</b> Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>However, these services are open to all residents and the fee increases are not considered to have a bearing on participation levels by gender identify</p>	<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage different genders within the protected characteristics. Gender is not a factor in setting charges.</p> <p>.</p>
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A

<b>Marriage and civil partnership</b> – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. <b>(Only to be considered in respect to the need to eliminate discrimination.)</b>	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category.</p>	<p>None of the charges proposed for culture services, outdoor activity, and south dock marina will disproportionately affect anyone based on their marital status</p> <p>.</p> <p>However, the fee increase is consistent and therefore there is no impact considered for this protected characteristic. Marital status is not a factor in setting charges.</p>
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
None	None



<b>Pregnancy and maternity</b> - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>Changes in fees may impact on residents that are pregnant or on maternity if they are not working. However, additional benefits are provided for residents in this situation and therefore the proposed changes are expected to have minimal impact.</p>	<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage pregnant and mothers in the maternity category.</p> <p>Pregnancy and Maternity is not a factor in setting charges.</p>
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
<p>Each of the service areas (aside from the Marina) has a series of concessionary pricing structures aimed at any residents with low or no income. This is to ensure the services are accessible for all. These concessionary charges are listed within the fees and charges proposal.</p>	<p>None</p>

<b>Race</b> - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
<p>According to <a href="#">Southwark 2021 census data analysis</a>, the largest broad ethnic group other than White was 'Black, Black British, Caribbean or African', with one-quarter (25%) of Southwark residents reporting this as their ethnicity. Almost one fifth (16%) reported 'African' ethnicity and 6% reported a 'Caribbean' ethnicity. A tenth (10%) of Southwark residents reported their ethnic group to be 'Asian', with the majority of these residents (8,400) identifying with a Chinese ethnic background. 22,000 (7%) of Southwark residents reported their ethnic group to be 'Mixed or multiple ethnicities'. The most common reported non-UK identity of Southwark residents was Spanish (including Canary Islander). This has changed since 2011 when the most common non-UK identity was Nigerian. Spanish is the most common main language other than English, spoken by 13,000 Southwark residents and increasing in number since 2011. 'All other Chinese' is the most common Asian language, while Somali is the most spoken African language of Southwark residents. Of the 53,700 Southwark residents whose main language is not English, 10,200 (19%) cannot speak English well or have no English proficiency.</p>	<p>While the changes in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident, JSNA census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.</p> <p>The library service recently obtained Libraries of Sanctuary accreditation, and a pilot is being run where no fines will be applied to library members who have declared their refugee status.</p> <p>The large majority of services accessible via libraries are free of charge and discounted rates are offered for community groups room bookings. A new on demand same day room booking discounted fee is also being</p>

The change on fee for hiring of grounds and green spaces may impact residents of different ethnic groups. For example, funfairs and circuses were historically run by individuals from the Gypsy and Traveller community. However, there is no data that identifies whether funfairs or circuses are run by the Gypsy and Traveller community in Southwark. Therefore, the impact is considered to be low.	<p>introduced for individuals who might want to book a room for a private call, although this discounted rate is available regardless of means.</p> <p>Discounted outdoor event fees are offered for community events delivered by non for profit organisations or community groups as well as a grant programme where the council funds events that celebrate the diverse culture in our borough.</p>
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
<a href="#">Southwark 2021 census data analysis</a>	<a href="#">People Living in Deprived Neighbourhoods</a>
<b>Mitigating and/or improvement actions to be taken</b>	
Each of the service areas (aside from the Marina) has a series of concessionary pricing structures aimed at any residents with low or no income This is to ensure the services are accessible for all. These concessionary charges are listed within the fees and charges proposal.	N/A

<b>Religion and belief</b> - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>
None of the charges proposed will disproportionately affect anyone based on their religion or belief.	<p>None of the charges proposed will disproportionately affect anyone based on their religion or belief.</p> <p>Religion is not a factor in setting charges.</p>
<b>Equality information on which above analysis is based</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A

<b>Sex</b> - A man or a woman.	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</b>
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	<p>None of the charges increases proposed will disproportionately affect anyone based on their sex.</p> <p>In general the fees and charges or implementation of new services will not</p>

	specifically have an impact which will benefit or disadvantage different genders. Sex is not a factor in setting charges.
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
N/A	N/A
<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
<b>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</b>	<b>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</b>
None of the proposed changes are anticipated to impact this protected characteristic group more than other residents.	None of the charges proposed will disproportionately affect anyone based on their sexual orientation.  Sexual Orientation is not a factor in setting charges.
<b>Equality information on which above analysis is based.</b>	<b>Socio-economic data on which above analysis is based</b>
N/A	N/A
<b>Mitigating and/or improvement actions to be taken</b>	
None	

### Human Rights

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

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

None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination.

The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)

### Information on which above analysis is based

As above

### Mitigating and/or improvement actions to be taken

As above

## Conclusions

**Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:**

- Have any potential significant concerns amongst service users or the wider community been identified? No such consultation has taken place yet.
- Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified? Yes
- Have you identified any negative or positive impacts re: the promotion of good community relations? Yes
- Are there any specific implications for groups experiencing socio-economic disadvantage? Yes
- Are there any specific implications for Borough Plan priorities or commitments? None identified.

**Section 5: Further equality actions and objectives**

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	<b>Age</b> - Low level negative impacts as result of increases in the fees and charges within the protected age groups.	Are already reduced through concessions that are available for the services and additional support is offered by the Council.	Completed
2	<b>Disability</b> - Low level negative impacts as result of increases in the fees and charges within the protected disability groups.	Are already reduced through concessions that are available for the services and additional support is offered by the Council.	Completed
3	<b>Religion and Belief:</b> Low level negative impacts as result of increases in the fees and charges within the protected Religious & Belief groups.	A number of service concessions are available to provide a reduced rate for cremation and burial services to ensure access to services.	Completed
4	<b>Race:</b> Low level negative impacts as result of increases in the fees and charges within the protected characteristic race groups.	While there is a low rating it is evident that an ethnicity pay gap exists in London and the UK, Southwark as a council need to continue driving the data for wider support for those in London to ensure equality for all.	Ongoing

5	<b>Gender Reassignment/Identity:</b> Neutral	NONE	N/A
6	<b>Marriage and Civil Partnership:</b> Neutral	NONE	N/A
7	<b>Pregnancy and Maternity:</b> Neutral	NONE	N/A
8	<b>Sexual Orientation:</b> Neutral	NONE	N/A
9	<b>Sex:</b> Neutral	NONE	N/A
10	Negative impact for Socio Economics as residents on low incomes maybe disproportionately affected by the fees and charges increase.	The council has a statutory duty to protect those on low or, or no income, and supports with claims for Council Tax support, Housing Benefit, universal Credit. • Adult Social Care users are subject to a means tested financial assessment which will assess affordability to contribute to, or not, to service provision required (as defined by the Care Act 2014). Continue to monitor and benchmark fees Continue to promote concessionary fees where applicable	Continue to monitor and benchmark fees.

#### 5. Equality and socio-economic objectives (for business plans)

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

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark	Service Managers	Annual benchmarking process	Complete	Complete

#### 6. Review of implementation of the equality objectives and actions


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**Implementation Equality Impact and Needs Analysis of budget proposal:  
proposed date if known**

## Southwark Council Climate Budget 2025/26

### SOUTHWARK COUNCIL CLIMATE BUDGET

This year we are introducing the concept of 'climate budgeting' within the 2025/26 budget setting process, where we have set out how the council's spending aligns with its commitment to do all we can to be carbon neutral by 2030.

Initially the scope and focus of this exercise is on the council's direct (scope 1 and 2) carbon emissions for our buildings and fleet, with a particular focus on delivery of the interim climate commitments set out in the Council Delivery Plan.

### WHAT IS A CLIMATE BUDGET?

Climate budgeting is a governance process that when applied, will drive effective implementation and prioritisation of a pipeline of short, medium and long term actions to deliver the council's climate targets (including working towards halving our operational emissions by 2026, and doing all we can to help make the borough net zero by 2030).

Southwark's climate budget is, for the first time reported here alongside the annual budget, and the progress made by implementing actions within the Climate Action Plan is reported in an annual update report to Cabinet in the Autumn.

Climate budgeting as a methodology for cities or urban areas was established by C40<sup>1</sup>, piloted first with the city government of Oslo (from 2016) since adopted by the GLA (in 2023) and a number of London boroughs (from 2024). Most cities and local authorities adopting the methodology take a phased approach to the scope of the budget – starting in year one with the organisation's most direct areas of control (directly managed buildings, estates and fleet), before expanding and developing ways of capturing less quantifiable, but equally critical, actions (e.g. climate adaptation measures, policy or funding changes affecting others' emissions, or scope 3 emissions) in later years. This is the approach we have taken in this first year, in line with other boroughs and the GLA group.

While methodologies may vary to fit with different organisations' existing financial processes and decision-making structure, the key principles and potential benefits of the approach include:

- **Embedding consideration of climate expenditure and investment needs into mainstream financial decision-making.** This can help raise awareness across the organisation about the net zero targets and commitments, and mainstream action and accountability across the organisation across all departments.
- **Clearly setting out current funding commitments, and the scale of future investment needs to meet climate targets.** This increases transparency, raises awareness of existing net-zero activity, and highlights the scale of the funding gap across Southwark and London – supporting informed target-setting and

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<sup>1</sup> C40 is a global network of nearly 100 mayors of the world's leading cities that are united in action to confront the climate crisis. [About C40 - C40 Cities](#)

decision-making.

- **Set out a pipeline of projects** that, if additional funding could be found, would further reduce carbon emissions across the organisation's sphere of influence. This supports efforts to attract investment (including external funding) and allows for projects to be prioritised and successively progressed through different stages of readiness (from concept / uncosted targets, to costed projects, through to funding and delivery). This can also support collaboration across services, by providing the opportunity to combine and prioritise projects that have the potential to deliver bigger carbon and financial savings whilst avoiding duplication.
- Ideally: **The opportunity to map investment onto carbon budgets and pathways, showing the carbon savings to be delivered by each measure** and other benefits (such as cost savings). In common with many other organisations, this is not in scope for Southwark's first climate budget as it requires significant and thorough work to ensure all figures and pathways presented are robust. However, inclusion of this additional layer in future years could support further improvements in our approach to prioritising between different investments and projects, to determine maximum value for money, as well as a stronger understanding of how far planned investment will get us towards our climate targets. Carbon budgeting work, which could be used to underpin this for future budgets, is being explored as part of our 2025 Climate Change Strategy Review.

Ultimately, climate budgeting is a recurring process that will allow the council to identify and solve issues whilst promoting climate leadership and increasing transparency on the action we are taking to reduce our impact on the climate emergency. Our methodology and the scope of measures under consideration can be adapted each year, to reflect our progress on climate action and strategic planning as well as developments and evolutions in climate budgeting methodology and good practice.

## THE CLIMATE EMERGENCY IN SOUTHWARK

In March 2019, the Council declared a climate emergency and committed to doing all it can to make the borough carbon neutral by 2030. To support this objective, the Council Delivery Plan 2022 – 2026 sets out a key interim target to achieve a 50% reduction in the council's operational emissions by 2026.

The Climate Change Strategy and Action Plan is the primary delivery mechanism that will result in a reduction in carbon emissions across council operations and the wider borough. The Action Plan contains 1117 actions which once implemented will enable the 50% reduction in operational emissions by 2026, key further decarbonisation measures across our estate, alongside other critical climate actions including adaptation measures and local policy changes to influence others. Key actions within the plan include:

- developing a strategy for decarbonising our operational buildings, targeting the highest emitting council operational buildings including offices and leisure centres
- developing a fleet replacement framework aiming to increase the number of electric vehicles in the council fleet
- replacement of gas with low-carbon heat technologies including expansion of homes connected to the SELCHP heat network



- Completing feasibility studies (with input from residents) to allow every estate in the borough to design plans to move away from gas as an energy source
- Delivering pilot schemes for low carbon homes including piloting Southwark's first 'PassivHaus' council homes
- Preparing a schools decarbonisation strategy for council owned schools that prioritises energy efficiency improvements and maximises funding for schools with the highest carbon emissions
- Installing clearer, safer, greener LED street and estate lighting across the whole borough with a target of 11,000 LEDs by 2026

The council's most recent carbon footprint for 2024 (2022/23 data) is 375kt CO<sub>2</sub>e. A reduction of 13% since the adoption of the Climate Change Strategy (380kt CO<sub>2</sub>e - 2019/20 data). Operational emissions are down 15% against the baseline used for our 50% reduction target (2021/22 data).

Analysis shows that in the latest version of the ten-year capital programme (2023/24-2033/34), Southwark Council has allocated at least £38,453,000 funding to major investment programmes where climate impact is a primary objective – representing 7.6% of the council's total capital programme spend. Implementation of these projects is delivering new active travel and low-carbon transport infrastructure, air quality improvements, carbon reductions, climate adaptation and tree planting across the borough. While many of these initiatives are not included in the tight scope of this budget summary – which is focused on giving a financial picture of work to decarbonise the council's own estates and direct emissions – they demonstrate the scale of the council's commitment to climate action and facilitating the climate transition across Southwark. In addition, the council has also invested in increasing the capacity of the Climate Change Team and other key roles to deliver the projects and continue to drive forward action (representing £499,000 of revenue funding investment in 2024/25).

The carbon emissions reduction for 24/25 will be quantified and reported to Cabinet in the Fourth Annual Climate Emergency Update Report in Autumn 2025.

## **2025/26 CLIMATE BUDGET**

The scope of the 2025/26 Climate Budget focuses on actions that will deliver carbon emissions reduction from council-owned buildings and vehicle fleet only. This includes actions being delivered across the social housing stock, in council-maintained schools, and in other council-managed buildings (e.g. commercial premises), as well as in our operational buildings and fleet.<sup>2</sup>

The 2025/26 Climate Budget therefore demonstrates recent and planned investment

<sup>2</sup> Notably, because of this focused scope, this document does not show council spending on other initiatives which do not directly reduce our own scope 1 and 2 carbon footprint but are a key response to climate adaptation and/or enabling climate transition by our residents – notable examples being: the Streets for People programme, active travel infrastructure investment, or EV charge-points not for direct council operational use; tree planting, climate adaptation and biodiversity; or catalytic investments to support community action (e.g. Southwark Community Energy Fund grants, Library of Things). This is in order to enable a clear and transparent picture of progress and investment needs for decarbonization activities within our direct control. These wider measures may be included in later years, as climate budgeting methodologies and approaches are refined and more progress towards our climate targets is made.

in these areas, as well as an indication of the scale of the future funding challenge to meet these targets.

The Climate Budget (Table One) sets out the funded actions that will be implemented within this budgeting period and the projects which are nearing delivery but still seeking funding (Table Two). In combination, these two tables demonstrate a clear pathway to the CDP's interim target of reducing operational emissions by 2026, while some additional project funding is required, a pipeline of work is in place and a number of bids are in progress. This target remains ambitious, but is driving the councils retrofit work forward at pace.

Beyond that, Table Three then highlights the forward investment pipeline that would be required to make the council's own operations and buildings to net zero by 2030 – including not only eliminating the remaining 50% of baseline emissions from operational buildings and fleet, but also decarbonizing our social housing stock, schools and other buildings managed by the council beyond our core operational portfolio. As Table Two shows, work is underway across the council to bring forward a pipeline of projects in all these areas, but significant further commitment will be required across several council portfolios to accelerate this work and set out a fully costed pathway to delivery, with interim targets and a pipeline of fundable projects.

It is hoped that the climate budgeting process will support this in future years, and provide a framework for successively moving projects up from Table Three to Table Two (costing & development), and then into Table One (funded) to support our targets.

In addition, this year the climate budgeting statement has been prepared solely using information held centrally by the Climate Change Team; in future years, a more comprehensive exercise could result in higher reported spend figures as our data is likely missing some spend by other departments that is not specifically climate tagged, but nevertheless has positive climate outcomes (e.g. buildings fabric works that also contribute to improved energy efficiency, although it may not be the primary purpose of the works).

In addition, the Climate Change Team is currently commissioning a carbon budget as part of the 2025 review of the Climate Change Strategy and Action Plan. This will map out emissions pathway options to net zero targets, allowing for any future climate budgets to be mapped against this and clearly show how investment translates into achieving each year's carbon budget emission reduction targets.

## **COMMERCIAL AND FINANCIAL CONTEXT**

Work on climate projects and our climate investment pipeline has highlighted a number of financial / commercial risks and issues surrounding this required investment. As well as wider strategic challenges which are well-covered elsewhere – such as resourcing to develop and drive forward projects, national policy gaps, and public sector funding challenges – specifically commercial and financial issues include:

1. Ongoing rises in capital project costs due to market and inflationary pressures, including an increase in materials and labour costs that are

required to improve the building fabric and condition of our operational buildings, housing, schools and commercial premises. Across the sector, the impact of global geopolitical issues has resulted in significant cost increases and delays to construction and capital projects whereby contractors have had to extend delivery milestones and submit time claims to recoup increased costs.

2. From experience of delivering retrofit works and heat system decarbonisation projects across our own operational buildings, and from the overall state of the London housing retrofit market, the Council is aware that the current local supply chain does not have the required capacity and skills to deliver, install and maintain low carbon technology at the scale required. As we continue to improve the energy efficiency of the corporate building and housing stock by installing low carbon technologies such as heat pumps and solar PV, we will need to ensure that we have robust maintenance and management plans in place to address the technical issues which may arise if the technologies malfunction; as well as communication plans which provide support and guidance to residents and building managers on how to use the new technologies as this will be a lot different to the standard gas boilers they are familiar with.
3. The sub regional electricity capacity and constraint issues impacting the electricity network across London means that the increased electrical loads from both removing gas from existing buildings, and ensuring new developments are lower carbon, risk delaying construction timelines. This is because for some schemes contractors are either waiting to secure a connection to a sub-station which can cause significant delays to the retrofit or development, or they may need to install new local sub stations to manage the demand. As our work in this space accelerates, this could result in increased costs that the Council needs to cover or take into consideration when deciding whether or not to proceed with a scheme.
4. The Council is committed to decarbonising the vehicle fleet; however, recent tender exercises have demonstrated that the cost of replacing the fleet remains significantly higher for electric vehicles compared to their Internal Combustion Engine (ICE) counterparts, which set against the carbon savings it offers results in poor value for money compared to other kinds of climate investment. Whilst the market for purchasing electric vehicle matures, the council continues to explore alternative options with work in progress to find lower-carbon, financially viable alternatives.

The majority of the climate actions that have been funded, also do not take into consideration the whole life carbon savings of the project from design to construction and then post operational. As the Council refines its climate budgeting processes, these carbon savings will need to be calculated. The aim is incorporate these calculations in the future budget setting processes.

While most of our unfunded climate actions require further costing (see table three), many of them are high cost and data from the wider sector suggests they could run

to many millions. The Climate Change Strategy (2021) gave a desk-based estimate of the cost to all actors (though notably, not just the council) to decarbonise the entire borough of **£3.92bn**.

The council is undertaking a range of actions to maximise and diversify our funding and finance sources for this work, and to secure sustainable finance – including in collaboration with partners and regional and national stakeholders – through development of funding bids and business cases. Key recent actions have included:

- Launching Southwark Green Finance in 2024
- Appointing an External Opportunities Manager in the climate change team to develop our project and pipeline, identify and maximise external sources of investment
- Engaging with government and the GLA on our most significant funding priorities and gaps
- Undertaking research and reviews of emerging alternative sources of finance, such as those being explored through the UK Cities Climate Investment Commission (3Ci) of which we are a member

The 2024/25 Climate Budget will further support the above actions and provide a foundation for further work to continue. The intention is that the list of funded actions will continue to grow as more funding is secured year on year and the Council works through the risks, issues and challenges that current projects are facing.

Furthermore, throughout 24/25 the council will aim to develop projects that will reduce the wider borough carbon footprint as well as those that enable the borough to adapt to climate change. These actions will be reported as part of the annual climate updates and successively incorporated in future climate budgets.

**-ENDS-**

TABLE ONE – Summary of funded climate measures											
Climate Action	Funding source	Year funding starts	Year funding ends	Co-benefits and who benefits from the carbon savings	Total Scheme Budget £'000	Total Exp. 2022/23 £'000	Total Exp. 2023/24 £'000	Total Exp. 2024/25 £'000	Total Exp. 2025/26 £'000	Total Exp. 2026/27 £'000	Capital / Revenue / Mixed
Leisure centre retrofit	Climate Capital Fund, Green Buildings Fund, General Fund, Southwark Green Investment	2023/24	2026/27	Lower carbon footprint, improvements in energy efficiency; Reduced utility bills for council; Healthy indoor environment for occupants; improved air quality	5,579	-	96	470	1,000	4,013	Capital
Operational buildings retrofit (incl. libraries, civic centres, depots, offices, crematorium)	Climate Capital Fund, General Fund, Green Buildings Fund, Southwark Green Investment	2022/23	2024/25		5,791	756	1,930	17	1,644	1,444	Capital
Commercial premises retrofit	Climate Capital Fund	2024/25	2024/25	Lower carbon footprint, improvements in energy efficiency and air quality; Increased income streams for the council from letting retrofitted premises.	55	-	-	55	-	-	Capital
Schools retrofit	General Fund, DfE, Climate Capital Fund, Southwark Green Investment; Defra Air Quality Grants	2024/25	2025/26	Reduced utility bills for schools, lowers carbon footprint, improved learning environment for staff and pupils. Supports wider eco school initiatives.	1,619	-	-	1,234	335	50	Capital
Retrofitting solar PV on council-owned buildings (incl. partnerships with community energy)	Climate Capital Fund, Sport England	2024/25	2024/25	Reduces carbon footprint; stimulates community action / democratic and cooperative economy	517	-	-	517	-	-	Capital

Streetlighting / LED transition for highways and parks	Climate Capital Fund, Southwark Green Investment	2022/23	2025/26	Lowers the carbon footprint, improve energy efficiency, and enhances safety of local residents.	2,875	455	945	875	600	-	Capital
Decarbonisation of heating on estates via SELCHP DHN expansion	PFI, HNIP, Green Buildings Fund, HRA	2024/25	2025/26	Reduced carbon footprint for connected buildings; Increased efficiency and cost effectiveness of overall network; improved air quality and natural environment.	5,050*	-	-	2,525	2,525	-	Capital
Decarbonisation of heating on estates via networked heat pumps (Newington, Consort & Wyndham estates)	Renewable Heat Incentive (RHI), MEEF	2020/21	2024/25		7,661**	261	-	203	-	-	Capital
<b>TOTALS</b>					<b>29,147</b>	<b>1,472</b>	<b>2,971</b>	<b>5,896</b>	<b>6,104</b>	<b>5,507</b>	

\*NB due to the PFI arrangements and cross-borough boundary elements of this initiative, this figure only shows Southwark's own contributions (from the Green Buildings Fund and HRA). Other funding, including commercial financing and HNIP grant, does not flow through Southwark's balance sheet so is not shown here; but the overall investment from all sources (including Southwark's investment, commercial PFI financing, and government grant) totals £11,521,000.

\*\* Most of this programme expenditure occurred in 2020/21 and 2021/22.

<b>TABLE TWO – Pipeline of unfunded climate projects</b>				
<b>2.1 Projects pending external grant funding decisions</b> <i>(expected spring 2025)</i>				
<b>Climate project and funding dates</b>	<b>Projected funding source</b>	<b>Anticipated co-benefits and who benefits from the carbon savings</b>	<b>Total Scheme Budget £'000</b>	<b>Capital / Revenue</b>
Further leisure centre decarbonization measures (2025-27)	Public Sector Decarbonisation Scheme (DESNZ)	Lower carbon footprint, improvements in energy efficiency; Reduced utility bills for council; Healthy indoor environment for occupants; improved air quality.	9,500	Capital
Housing retrofit programme (2026-28)	Warm Homes: Social Housing Fund (DESNZ), Energy Company Obligation Grants (ECO4), Green Buildings Fund	Buildings will be energy efficient for residents; protects the natural environment; lowers carbon footprint; provides healthy indoor environment. Lower utility bills for social tenants in fuel poverty.	5,858	Capital
Schools retrofit measures (2025-26)	Public Sector Decarbonisation Scheme (DESNZ), GLA Greener Schools, Green Buildings Fund	Reduced utility bills for schools, lowers carbon footprint, improved learning environment for staff and pupils. Supports wider eco school initiatives.	1,157	Capital
<b>TOTAL</b>			<b>16,515</b>	
<b>2.2 Costed projects in development / seeking funding</b>				
<b>Climate project name and description</b>	<b>Potential funding sources</b>	<b>Anticipated co-benefits and who benefits from the carbon savings</b>	<b>Total Scheme Budget £'000</b>	<b>Capital / Revenue</b>
Further SELCHP expansion (Phase 2)	PFI/green financing, GHNF, HNES, future S106 Carbon Offset funding	Reduced carbon footprint for connected buildings; Increased efficiency and cost effectiveness of overall networks; improved air quality and natural environment.	50,000	Capital
Schools decarbonization projects – short-term project pipeline	PSDS, DfE, DESNZ, GLA, General Fund capital programme	Reduced utility bills for schools, lowers carbon footprint, improved learning environment for staff and pupils. Supports wider eco school initiatives.	2,634	Capital
<b>TOTAL</b>			<b>52,634</b>	

TABLE THREE – Summary of further unfunded measures to achieve net zero climate commitments in council estates & operations			
Climate action	Potential sources of funding	Scale of funding reqd	Commentary
Decarbonisation of operational buildings – further reduction beyond the 50% target, to reach net zero	PSDS, GLA, DESNZ/other government programmes, General Fund, future S106 carbon offset funds	<b>MEDIUM</b>	<p>We have a reasonably strong level of knowledge and confidence in the work required to reach net zero on our operational buildings, thanks to the 2024 production of an operational buildings decarbonisation strategy which maps out options pathways. This is informing the pipeline of projects we are developing and funding across our leisure centres, libraries, offices, depots, civic/community centres and other operational buildings.</p> <p>Most of the worked up projects currently relate to the top ten most emitting buildings, which once decarbonised would achieve our target of halving these emissions by 2026. These priority projects all have funding in place as shown in table one, though it is possible that some degree of additional funding need may be identified during viability and site surveys.</p> <p>Once these projects are delivered and the 50% target achieved, we will need to undertake a feasibility and full costings for the next set of projects identified in the operational buildings strategy before confirming budget requirements.</p>
Decarbonisation of council maintained schools – full retrofit	PSDS, GLA, DESNZ/DfE programmes, General Fund, future S106 carbon offset funds	<b>HIGH</b>	<p>Projects to date have returned average costings of just over £1m per school for heat pump installation and associated efficiency measures. However, this is based on a small sample of projects; site size and typology, fabric condition and technical feasibility can vary considerably across sites and all impact costs. A costed decarbonisation strategy would be required to achieve a full pipeline of costed projects across Southwark's 42 maintained schools; this work is being explored for 2025/26.</p>
Decarbonisation of social housing estate – fabric retrofit	WH:SHF, government / GLA, future S106 carbon offset funds, HACT retrofit credits programme	<b>VERY HIGH</b>	<p>A full costing exercise and business case for retrofitting Southwark's large and complex social housing estate has not been undertaken; strategic planning and business case development on this is planned as part of the asset management strategy and upcoming Warm Homes: Social Housing Fund project.</p> <p>However, for benchmarking purposes, the projected costings in the recently submitted London strategic partnership bid for the government's Warm Homes: Social Housing Fund programme are £21,380 on average per property across Southwark's bid (<i>all street properties, which generally have a lower average cost than flats</i>) and £38,280 per property across all London partners (<i>a mix of building typologies and contexts</i>).</p> <p>However, the cost of housing retrofit varies significantly by property typology and history, current condition, level of retrofit undertaken, and market factors, so a full</p>



			costing exercise would be required to understand the options pathways and costings that would apply in Southwark's specific context.
Decarbonisation of social housing estate – heat source decarbonisation (heat pumps / heat networks)	GHNF, HNIP, WH:SHF, HRA, HACT retrofit credits, future S106 carbon offset funds	<b>VERY HIGH</b>	A specific costing exercise, surveys and feasibility has not been undertaken and is required to confirm costs which can be highly dependent on property and network specifics.
Decarbonisation of the vehicle fleet	General Fund	<b>HIGH</b>	A full costing exercise has not been undertaken for the council's very diverse fleet of 228 vehicles. Currently 14 of the vehicles are electric and 10 are hybrid. A tender exercise last year for the waste service returned a cost of £279,500 per eRCV (see page 4 for commercial/market commentary); however, this figure would vary significantly by vehicle type, size, purpose and specification.
Roll out of solar & renewable energy across council buildings (inc. community energy partnerships)	Green financing mechanisms, PSDS, community energy grants, GLA, government (GB Energy)	<b>HIGH / MEDIUM</b>	A full costing exercise for introducing renewable energy at all feasible council-owned sites in Southwark has not been undertaken. Strategic planning and business case development is planned following outcome of stock condition surveys and further work to expand the community energy sector across Southwark.
Commercial premises decarbonization	General Fund, green financing mechanisms	<b>HIGH</b>	A full decarbonisation and energy efficiency needs assessment and costing exercise has not been undertaken for this large, complex portfolio of buildings. In addition, for this portfolio there are additional complexities to work through around the responsibilities and actions of the council as landlord, compared to other stakeholders, as well as how income and payback streams from investment in these commercial properties could best be recaptured to reinvest.
Greening new homes programme	GLA, HRA, Right to Buy	<b>TBC</b>	Unpicking and costing the 'green premium' (additional cost of building homes to net zero / higher than required energy efficiency standards) is a technically and financially challenging task, making it difficult to estimate the quantum of green investment required. Work is underway by Southwark Construction, with support from the Climate Change Team, to develop a pilot study & cost-benefit analysis of building two new developments to Passivhaus standard, which will inform desk-based estimates of forward investment requirements in future climate budgets.

# Budget Scrutiny Meeting

## Transformation

# Content

## 1. Context & Background

## 2. Approach & Benefits Realisation

## 3. Areas of Focus / Programmes

- Corporate Real Estate
- Procurement & 3<sup>rd</sup> Party Spend
- Maximising Income
- Redesign of Core Business Resource
- Technology & Digital Strategy

## 4. Next steps

# Context & Background / 1

## Financial Position

The Budget Approach agreed in March 2024 highlighted a balanced budget for 2024/25 and a budget deficit of c£10.79M (once service-based savings had been agreed) across 25/26 & 26/27. The financial position for the council was further updated in December 2024, following the Local Government Provisional Financial Settlement announcement. The current gap estimated within the MTFS is c£12.1M; c£4.1M in 2025/26 and c£8.2M in 2026/27, before Transformation savings.

For further detail please [click here](#) for the December 2024 Cabinet Report

## Budget Approach

In the summer, the council agreed a revised approach to closing the budgetary gap, one focused on taking an organisation wide approach to transformation, change and savings rather than a service / departmental led approach. As a result, the Future Southwark Programme widened its scope late Autumn.

Phase I of Future Southwark, which commenced in March, was primarily focused on reviewing the skills, capabilities, and tools within Southwark, through people and assets, that will enable the delivery of the goals set out in Southwark 2030.

Phase II, launched recently, continues Phase I activity and is further complemented with specific areas of focus supporting the realisation of cross council savings.

The refreshed programme will aim to bring both financial and non-financial benefits to the Council to enable the delivery of Southwark 2030 and improve outcomes for residents whilst supporting the council's financial sustainability over the medium term.

# Context & Background / 2

## Areas of Focus for savings

The following areas have been identified as cross council; priorities for potential cashable benefits to the council in the short to medium term.

- Corporate Real Estate
- Income Maximisation
- Procurement & Third Party Spend
- Technology & Digital
- The Redesign of Business Resource

Included in Future Southwark Phase I are other workstreams that may deliver some longer-term cashable benefits upon completion, for example People Plan and organisational responsiveness measures. These are currently in delivery with any financial benefits planned to be realised over the longer term.

The council's budgeted spend of c£1.1bn within its General Fund (revenue) annually of which c£240M is DSG related and c£145M is Housing Benefit related, leaving c£700M service related spend. Its General Fund budgeted income is c£1.1bn of which c£640m from government (and other) grants, c£245m council tax and business rates, with the remaining balance from rents, fees and charges and other income.

Our initial estimates of the potential savings are £3.0M in 2025/26 and £7.12M 2026/27. The potential cashable savings relate to the General Fund. The programmed work will also be applicable to non-General Fund areas e.g. HRA

# Approach to the realisation of benefits

## Outline Approach

Given the significant change programme that the Council is committed to it is critical that the Council develops a robust approach to delivering the planned benefits. A four-step process is in place to enable this, underpinned by consistency, good governance and collaboration.

**Step 1** – Initial identification of potential savings and benefits through collaboratively working with services, the analysis of high-level data, benchmarking and comparisons of existing services with best practice and initial consideration of equalities impact. Where quick win benefits are identified, they will move to step 3.

**Step 2** - Development of full and detailed business cases (inc equalities impact assessment) and delivery plans to support the identification, ownership, monitoring and tracking of planned savings.

**Step 3** – Mobilisation and delivery of business cases, with consistent tracking and monitoring of benefits as programmes are delivered.

**Step 4** - Robust and regular reporting of benefit realisation through senior officer and member governance, highlighting business cases for approval and where benefits are on / off track including key risks and mitigations.

## Current Status

The Areas of Focus outlined in the previous slide are presently nearing the end of **Step 1**. To understand the potential opportunity for each programme, officers have undertaken the following work (noting that this varies between areas and further detail follows on later slides)

- High level desktop review of the financial data to identify relevant budgeted spend and income
- High level benchmarking (financial and/or non-financial) to inform areas of focus and potential opportunities
- Internal and external advice on potential areas and scale of opportunity

As the individual programme and projects develop over coming months, there will be a greater degree of certainty over the level and timing of net cashable benefits and the MTFS targets will be updated accordingly.

# Corporate Real Estate

## Purpose of the work:

This work aims to transform our approach to operational real estate, managing our estate better through enhanced compliance and developing a Strategic Asset Management Plan ensuring that our approach to real estate is fit for the future. The programme is underpinned by improving our collection and analysis of data, significantly improved cost effectiveness, and applying a 'whole council' approach to the use of the council's estate. The objectives of the work are that savings are delivered, additional income generated, all assets owned by the council will be compliant with legislation and regulations, and that council owned buildings are managed through a consistent approach.

## Potential Benefits

Review of budgets shows the council currently budgets and spends c£37M across its General Fund asset portfolio and generates c£2.8M of income. It is estimated that over the period of the MTFS up to 10% reduction in costs and increased income could be achieved from the council's current portfolio of assets based on some initial benchmarking with other local authorities that have conducted similar reviews. These figures relate to the council's operational estate.

Assets will be broadly categorised into three groups: core, flex and surplus. Core are the assets to be retained in the longer term, surplus to be disposed or re-purposed, and flex will require investment to move towards either core or surplus. Four savings principles will apply and be considered as part of the benefits realisation. The four savings principles are:

1. Disposing of freehold assets which have associated running costs
2. Exiting leases where the market allows
3. Reducing costs on retained buildings
4. Generating further income

# Procurement & Third Party Spend

## Purpose of the work

Gross spending on public sector procurement was £407bn in 2023/24 across the UK. More than a third of all UK government spending on goods and services is spent by local government. Whilst there are examples of excellent procurement and contract management across the council, the council does not have some of the corporate elements of good practice which are central to establishing confidence in its value for money profile. At present, there is no full corporate contracts register, which means that the organisation has no single line of sight into its contracts and does not utilise a category management approach which is procurement best practice. This prohibits cross council sourcing plans, establishing consistent supplier and contract costs, and the scaling of contracts for goods and services used across the organisation.

Category management will allow the organisation to manage its third party spend based on what money is spent on, not where in the organisation it is procured from. This approach will also allow the council to respond to auditor recommendations from the last two completed Auditors Annual Reports: **"The council should prioritise the review of the procurement service including contract management to ensure it is fit for purpose and ready of the implementation of the new procurement legislation"**

## Potential Benefits

The council has c£600M General Fund Revenue budgeted spend for 2024/25 across third party spend, supplies and services and transport related spend; c£300M is related to DSG, PH, and PFI contract spend, leaving c£300M as areas with potential opportunity.

Many of the councils' contracts directly support the delivery of outcomes set out within the Southwark 2030 strategy. Establishing a transformed approach to procurement will allow the organisation to identify significant cross council savings. By introducing the principles and approaches outlined above and assuming that the saving would be 1% of current 3<sup>rd</sup> party spend, the opportunity could equate to £3.5M.

## Benchmarking

Through obtaining high level data / early benchmarking of similar Local Authorities from a number of expert consultancy practices we understand that organisations who have delivered a similar review of their procurement approach and third party spend have realised between 2-4% for Quick Wins and 8-14% for longer term savings depending on the transformation approach taken.



# Maximisation of Income

## Purpose of the work:

As a council we need to maximise income, recovering costs where applicable, whilst fully considering the equalities impact and the needs of residents. At present, the council does not have a whole council line of sight of all of its income sources or a detailed understanding of whether current income strands are being maximised. There is also no existing corporate support approach for the development of commercial activities. The council's approach to fees and charges is also diffuse, with a mixed approach of benchmarking standards.

We will commission an expert income maximisation plan for the council's current and future income maximisation potential. This will focus on:

- Detailed benchmarking of current operational income streams to establish the top opportunities for increased income realisation
- Detailed benchmarking of operational income streams which the council is currently not fully maximising
- Detailed fees and charges benchmarking
- Commercial opportunity analysis linked to Southwark specific income generation potential

This review will then be used to develop a prioritised income maximisation programme, with appropriate equalities analysis.

## Potential Benefits

Initially, the approach to setting a target for the maximisation of income will be via benchmarking underpinned by an expert and independent review of council income. Following the review, a business case will be drafted for agreement.

## Benchmarking

Through obtaining high level data / early benchmarking of Unitary, County and London Borough local authorities we understand that organisations who have delivered a similar review of their approach to income maximisation have delivered savings between £1.6M (yr 1) rising to £5.5M (yr 3).

# Redesign of Business Resource

## Purpose of the work

The council conducted a Current State Analysis (CSA) of several business functions during 2023/24. The reviewed business functions included Transformation & PMO, Strategy & Policy, Business Intelligence & Customer Insight, Customer Services and Business Support. The CSA report sets out the findings of desk-based research on the baseline spend, staff resource, and comparison to peer councils. This work highlighted that over 650 FTEs and £30M was attributable to these services which demonstrates significant whole council resource.

In August 2024, Corporate Change Board agreed a high-level Target Operating Model for Transformation & PMO, Strategy & Policy and Business Intelligence & Customer Insight. This work is currently in delivery and aims to improve cross council working, establish cross council best practice and maximise the use of staff resources.

## The opportunity for savings

With the creation of new staffing and skill structures in departments and the corporate centre, there will be an opportunity to identify and deliver savings. The opportunities will be realised through more consistent ways of working across the council, simplified and improved processes, greater workforce resilience through teaming, collaboration and professional development. We will expect cashable benefits to be realised from lower spend on consultancies, agency workers and third parties, and a broader reduction in council spend as a result of more evidence led decision making and resource targeting.

Investing in our foundations to deliver the 2030 vision remains at the heart of this approach, so we also anticipate (where appropriate) invest to save business cases.

# Implementing the Digital Strategy

## Purpose of the work:

The Council's Digital Strategy was agreed (Q4 2023/24) with implementation beginning Q1 2024/25. The Technology and Digital Services (TDS) team are working to introduce new technologies/systems and innovative solutions via project requests from service areas to bring automation, remove duplicated effort and bring efficiencies to the organisation.

The foundations are also being put in place for transformation through the provision of a new Content Management System (CMS) & Website, Customer Relationship Management (CRM) System, Data Platform, Enterprise Resource Planning (ERP) System and Microsoft365 (M365) suite. The introduction and piloting of Artificial Intelligence (AI), Robotic Process Automation (RPA), Dynamics 365, Internet of Things, Mobile workforce, Channel Shift and One Front Door present significant opportunities to the council.

## Potential Benefits

Pilots are underway and are indicating that financial and non-financial benefits could be achieved if rolled out more fully. A robust approach to identifying, monitoring and tracking any required investment and / or savings will be established via business case and project management approaches.

Initial indicative projects with financial opportunity include:-

- Microsoft 365 copilot – where administration tasks could be automated
- Magic notes for social care – where social care staff record activity more efficiently. Potential cashable benefits through reduction in agency staff costs.
- Robotic Process Automation – Pilot - 13 processes identified, 8 of which are live and expected to create a cashable saving.

Further work is required to explore areas identified with bigger opportunities.

# Next steps

## Delivery and monitoring

The priorities in the corporate savings programme are currently nearing the end of step 1 of the development process and will shortly be moving to the full business case phase.

The programme is being delivered by lead departments and services with programme support.

It is being monitored and assured on a monthly basis by the Corporate Management Team with oversight and assurance by the relevant portfolio holders, led by the Cabinet Member for Equalities, Democracy and Finance.

Formal reporting will take place through the quarterly finance monitor to Cabinet and Scrutiny.

# Homelessness and Temporary Accommodation

**Cabinet Member: Helen Dennis**

# Overview for Housing General Fund

## Key areas within Housing Department, General Fund spend:

- **Asset management – Private Sector Building Safety**
- **Housing Needs and Support – Hostel accommodation/ housing strategy**
- **Housing Needs and Support – Travellers sites**
- **Housing Needs and Support – Temporary accommodation (TA) and Housing Needs ( Key Pressure area)**
  - support for people who are at risk of being or who become homeless;
  - working to end rough sleeping;
  - securing good quality temporary accommodation

# 2024/25 Forecast Financial position

- The position for Temporary Accommodation (TA) (including Housing Needs) for 2024/25 at month 8 was an overspend of **£14.5m (gross)** (£13.5m for TA and £1m for Housing Needs), before the use of one-off reserves to bring the net position down to £10m (net).
- The total mitigating activity identified under this portfolio was agreed in the region of £7m and this is deemed **at risk**.
- Additional pressure on service from growing demand (new placements) and supply issues, both availability across London and increasing prices – looks set to increase this budget pressure.

# 2024/25 Mitigation

	Target (households)	Mitigation (Full year)	Comment (at M8)
Annual Lettings Plan	792	£3.4m	ALP now suspended – 245 households moved to permanent accommodation
Void used as TA	610	£3.3m	277 voids as TA to date; impacted by Ledbury
<b>TOTAL</b>	<b>1,402</b>	<b>£6.7m*</b>	

\*Savings based on modelling completed in February 2024

The mitigating activities are behind target due to:

- Low number of voids and poor performance of void turnaround
- Reduction of housing association properties
- Continued increases in TA private sector
- Loss of council owned TA located within the Ledbury towers
- Annual lettings plan savings will not materialise



# Mitigations / future actions

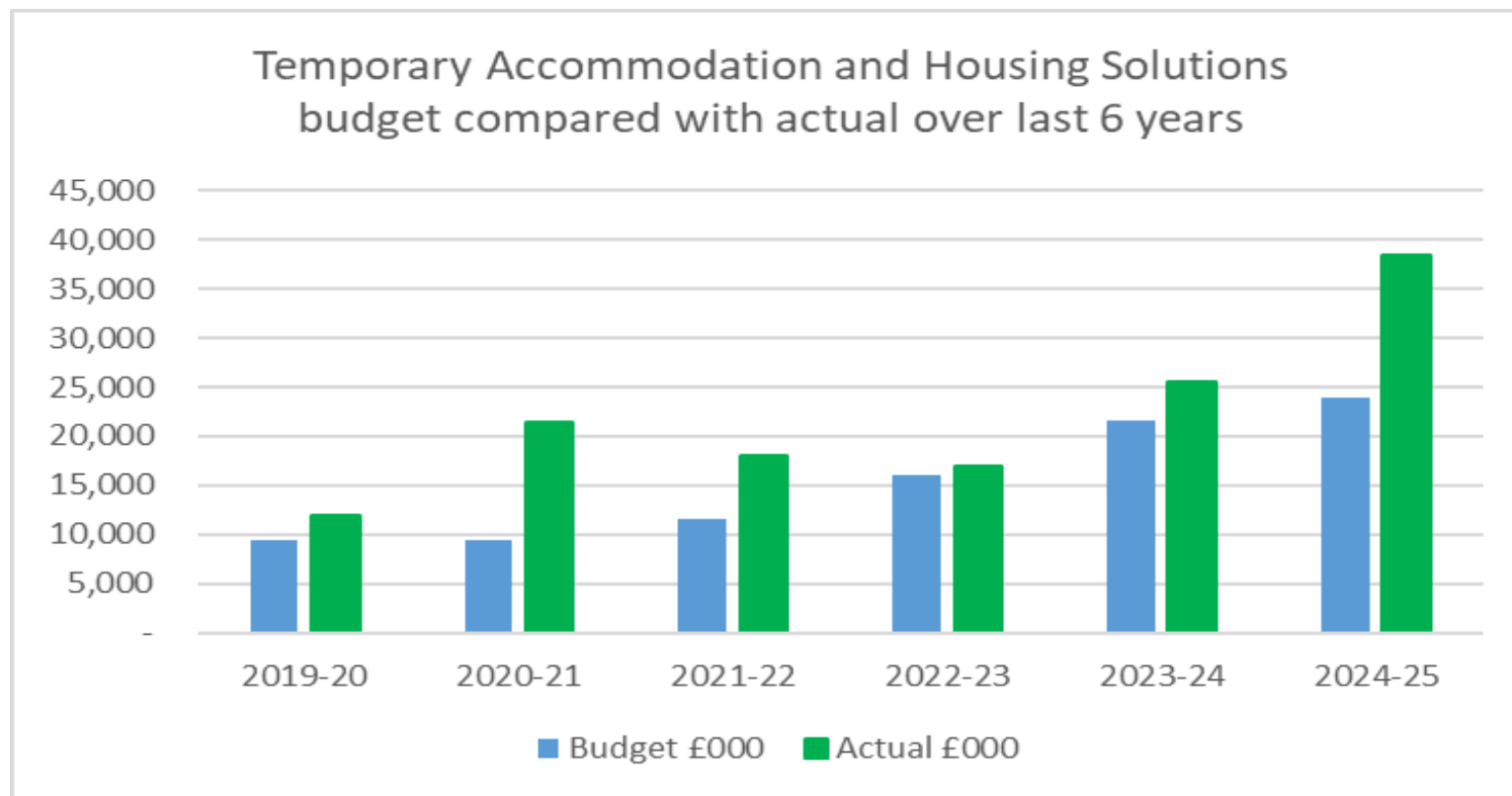
## 2024/25

- Increase percentage of voids used as TA
- Continue to increase prevention to reduce new placements in TA
- Continue to increase the move on activities into PRS and supported accommodation
- Enhance modelling of key drivers on temporary accommodation costs
- Consideration of the London Councils TA cost minimisation options
- Develop further strategy to reduce unit costs of nightly paid TA in line with the review of the IBAA pan London agreement to control costs

## 2025/26 and beyond

- Increase the number of councils voids to be used as TA
- Implement a new housing allocations scheme which will strengthen move on options and prevent homeless households presenting for TA.
- Increase council owned stock through the Local Authority Housing Fund (LAHF) grant – 40 homes for TA split over two years.
- Making closer links with Housing Benefit to increase income levels
- Realise opportunities for acquisitions of further TA e.g. modular housing, innovative ways to procure properties for TA or discharge
- Increase joint working with other council departments and the third sector to increase prevention activities and move on options.

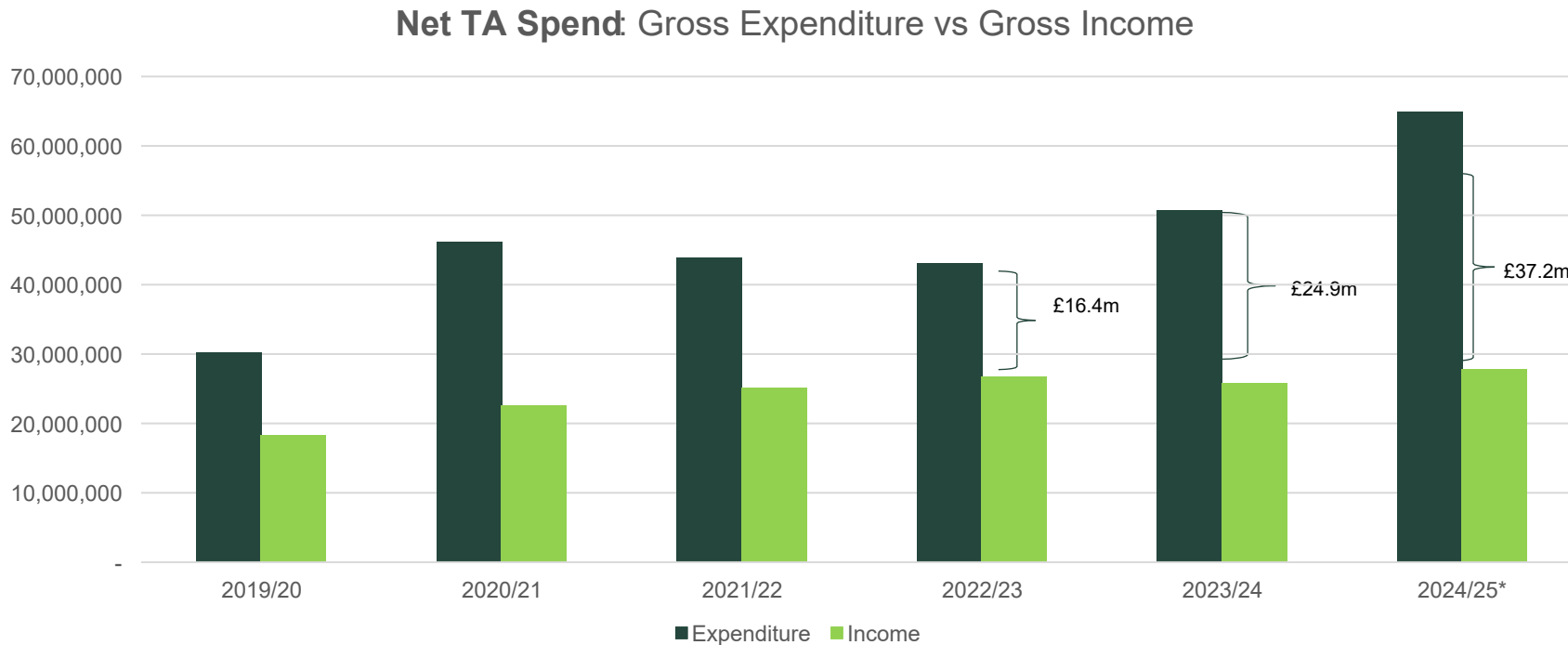
# Budget and actual last 6 years



Growing pressures on service in both demand and cost of supply since August 2023.

Supply costs are increasing. We are seeing the full impact of the 2023/24 cost increases as well as the changing accommodation availability (leased to expensive nightly).

# TA pressure in 2025/26



	Net TA Spend	HPG Contribution	Full Year Forecast	Budget	Projected Variance
2024/25*	£37.2m	(£4.4m)	£32.8m	£19.3m	£13.5m
2025/26**	£41.1m	(£4.4m)	£36.7m	£19.3m	£17.4m

\*\* Estimate based on November 2024 TA households and costs

# No Recourse to Public Funds



@lb\_southwark



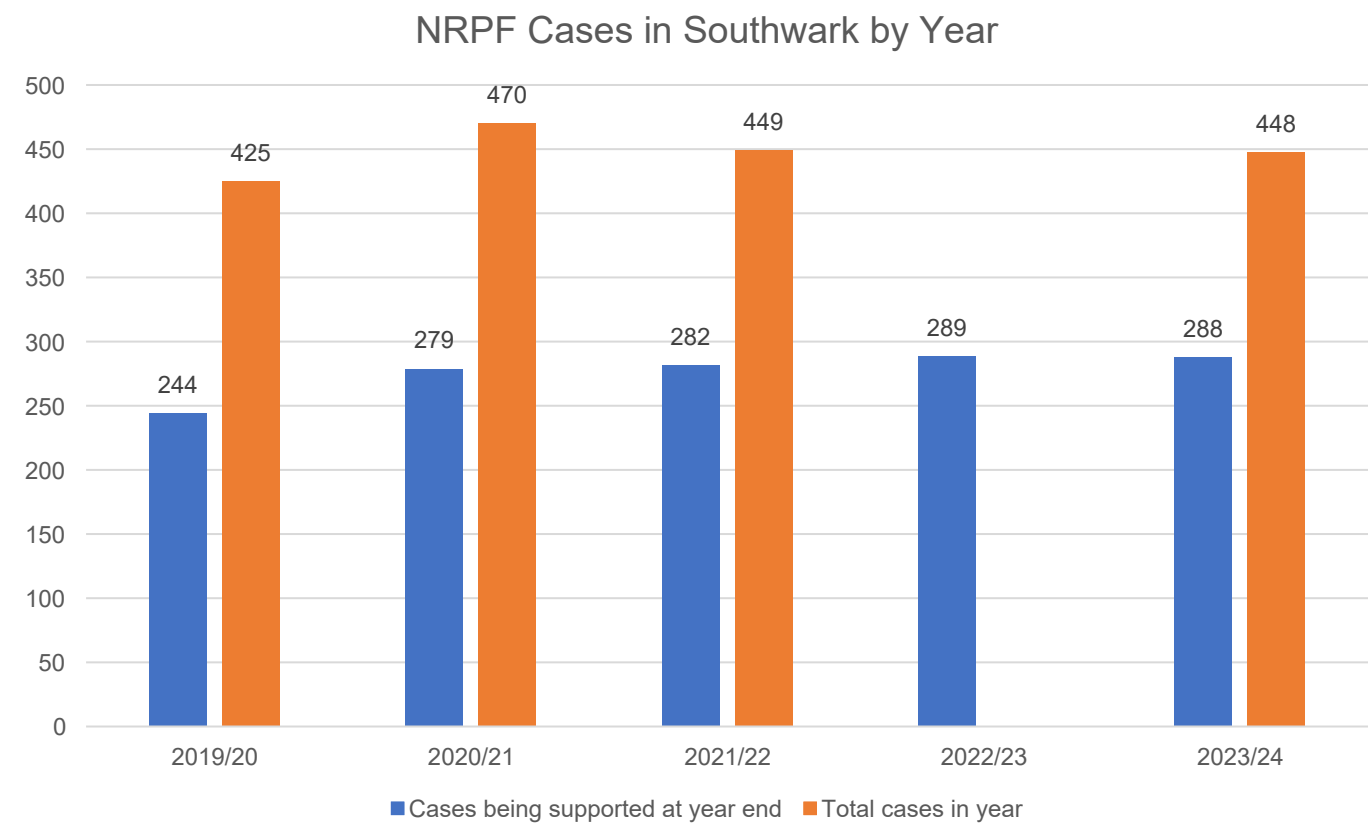
facebook.com/southwarkcouncil

# Budget Challenge

- Budget Impact: Southwark's NRPF costs reached £8m in 2023/24.
- Accommodation Costs: Rapid increases, leading to overspending.
- Limited Funding: No central government support for council NRPF expenses.
- Close of financial year the team exceeded budget by **£1.6m** the target was £6.4m but expenditure **£8m**. Currently projecting **£1.2 million** overspend for 2024/25 financial year.

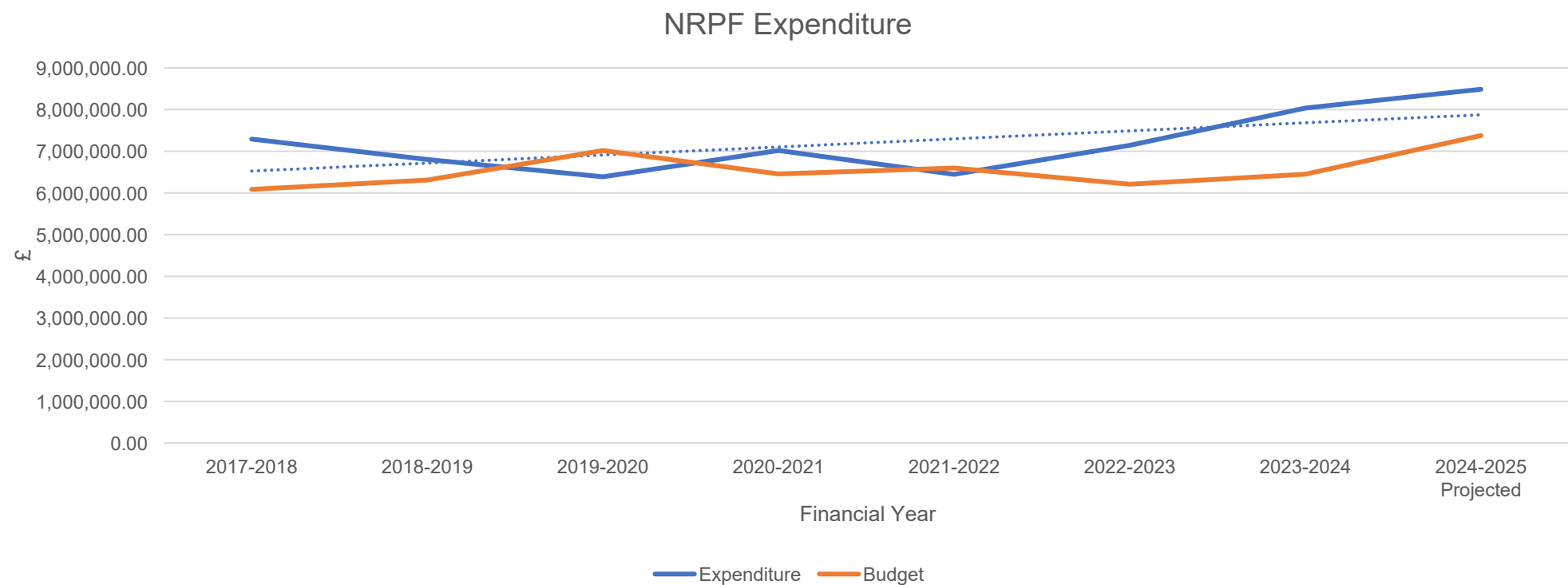


# Southwark cases



- The current active caseload is 267

# NRPF Expenditure by year



# NRPF Review Findings

- Service Review: A light touch review identified key areas for improvement.
- Primary Objective: Speed up case resolution to reduce long-term costs.
- Budget Oversight: Suggested task group to align spending with budgets.
- Accommodation Quality: Focus on securing better, affordable housing.





# Key Recommendations

- Enhanced Training: Increase staff expertise on NRPF processes.
- Better Partnerships: Collaborate with neighbouring councils for resource sharing.
- Lobbying for Funding: Lead efforts to secure central government support.
- Automation: Streamline processes to improve efficiency and reduce errors.
- Embedded officer



# What we are doing

- Lobbying Government
- Case Audits: Regular reviews to ensure eligibility and prevent fraud.
- Skill Refresh: Ongoing training for NRPF team on investigative techniques. (in house)
- Out-of-Borough Placements: Re-explore cheaper housing options outside London.
- Improving Systems: Invest in data analytics and automated processes.



OSC

# CONTACT CENTRE

## 2024-24 Budget pressures due to :

- High volumes of calls received for two key Housing Services, Repairs and Housing Solutions.
- The associated volumes of calls for Repairs result in the requirement for additional support.
- There remain pressures associated with repairs repeat calls
- Analogue to Digital Programme for our SMART service users has also created some additional revenue spend

## Actions to reduce budget overspends:

- Measures to reduce staffing attrition levels enables reduction in time out for training, etc
- SMART service is currently being reviewed with adult social care, approach to charging and service provided- recently restructured to reduce cost
- Customer Experience Strategy planned for June 2025 Cabinet – associated strategic action plan for end-to-end transformation

## BUT

- Funding for callbacks will remain until such time as the volume of repairs outstanding reduces

# Collection Fund

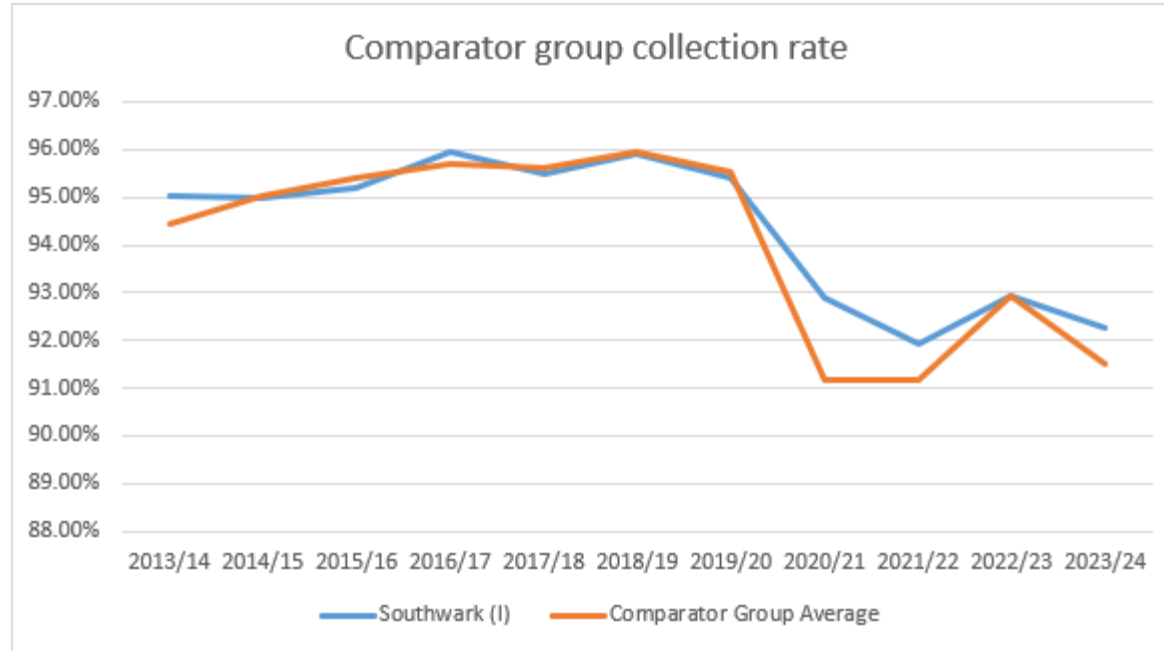
## (Council Tax & Business Rates)

Overview & Scrutiny Committee – January 2025

# Council Tax collection rates

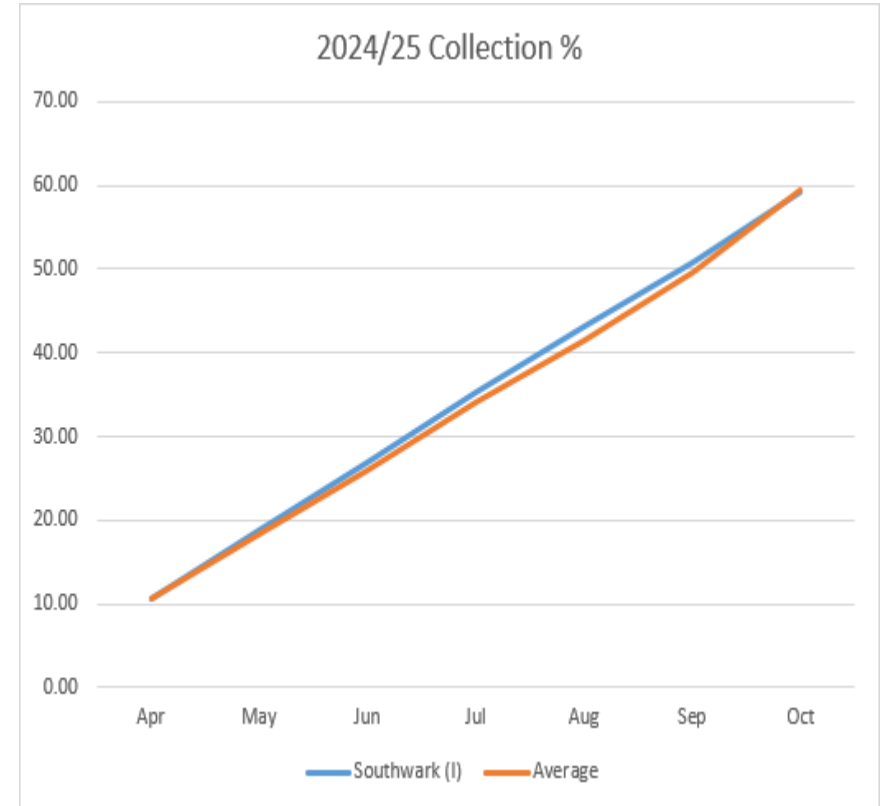
## Comparator Group

Camden  
Hackney  
Newham  
Tower Hamlets  
Lewisham  
Brent  
Greenwich  
Islington  
Waltham Forest  
Ealing  
Hounslow  
Wandsworth  
Haringey  
LBH&F  
Lambeth



All authorities seeing pressures on collection rates post-Covid and as a result of Cost of Living Crisis etc.

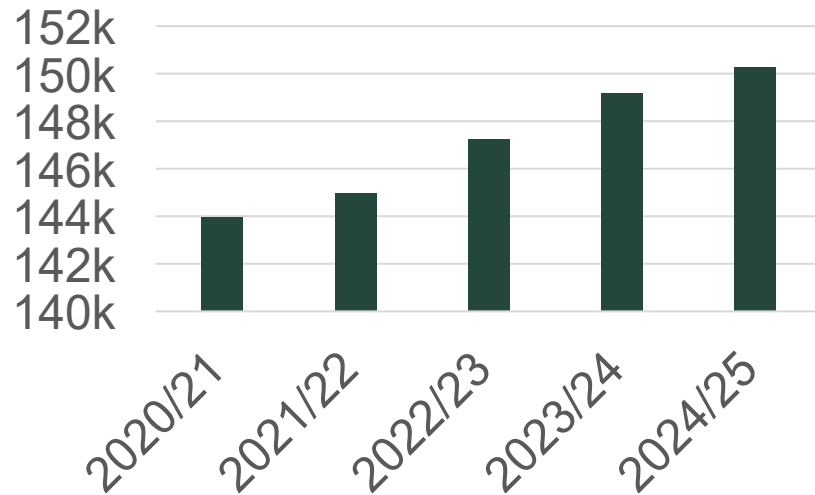
Southwark revising collection target from 97.2% to 96.5% to reflect this.



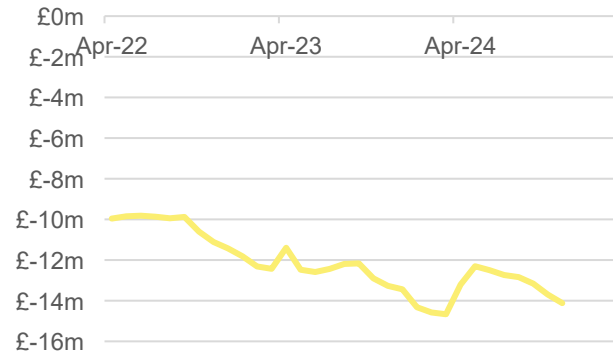
*\*NB – collection targets relate to the total collected over a multi-year period, in-year collection will be lower than this. The balance is collected in subsequent years*

# Taxbase changes

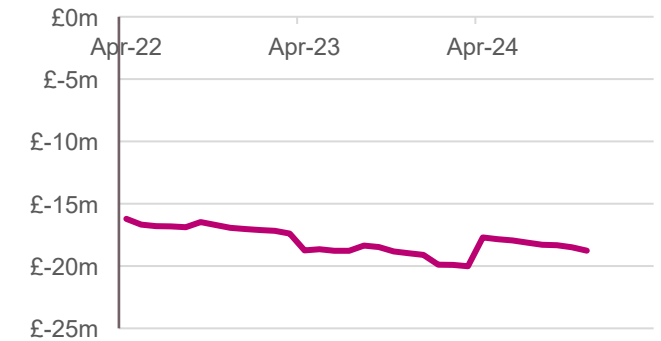
No. of properties



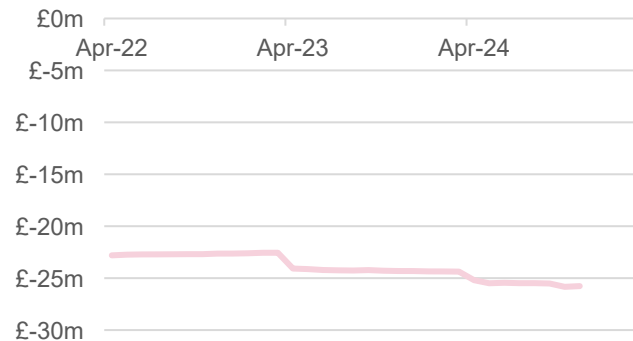
Exemptions



Discounts



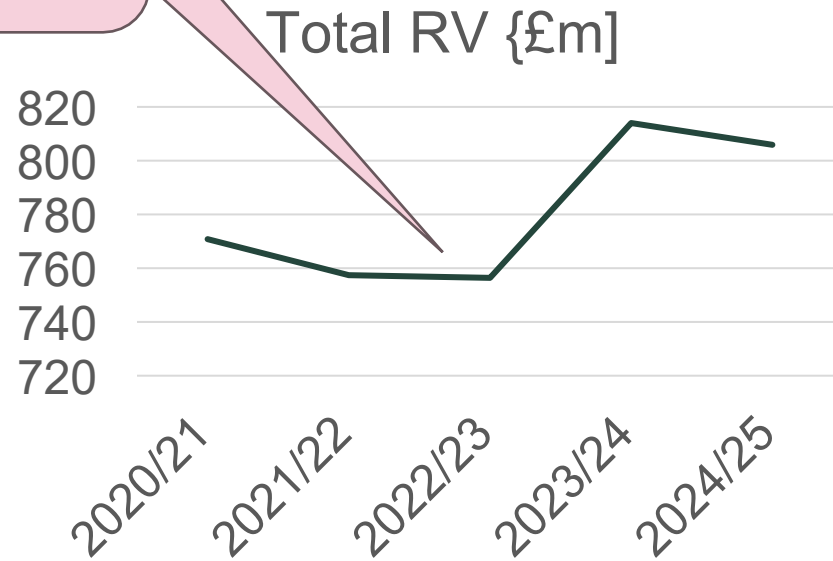
CT Support



Growth in number of properties is being partially offset by increases in the tax lost to exemptions, discounts and Council Tax Reduction Scheme.

# NDR - total RV and properties

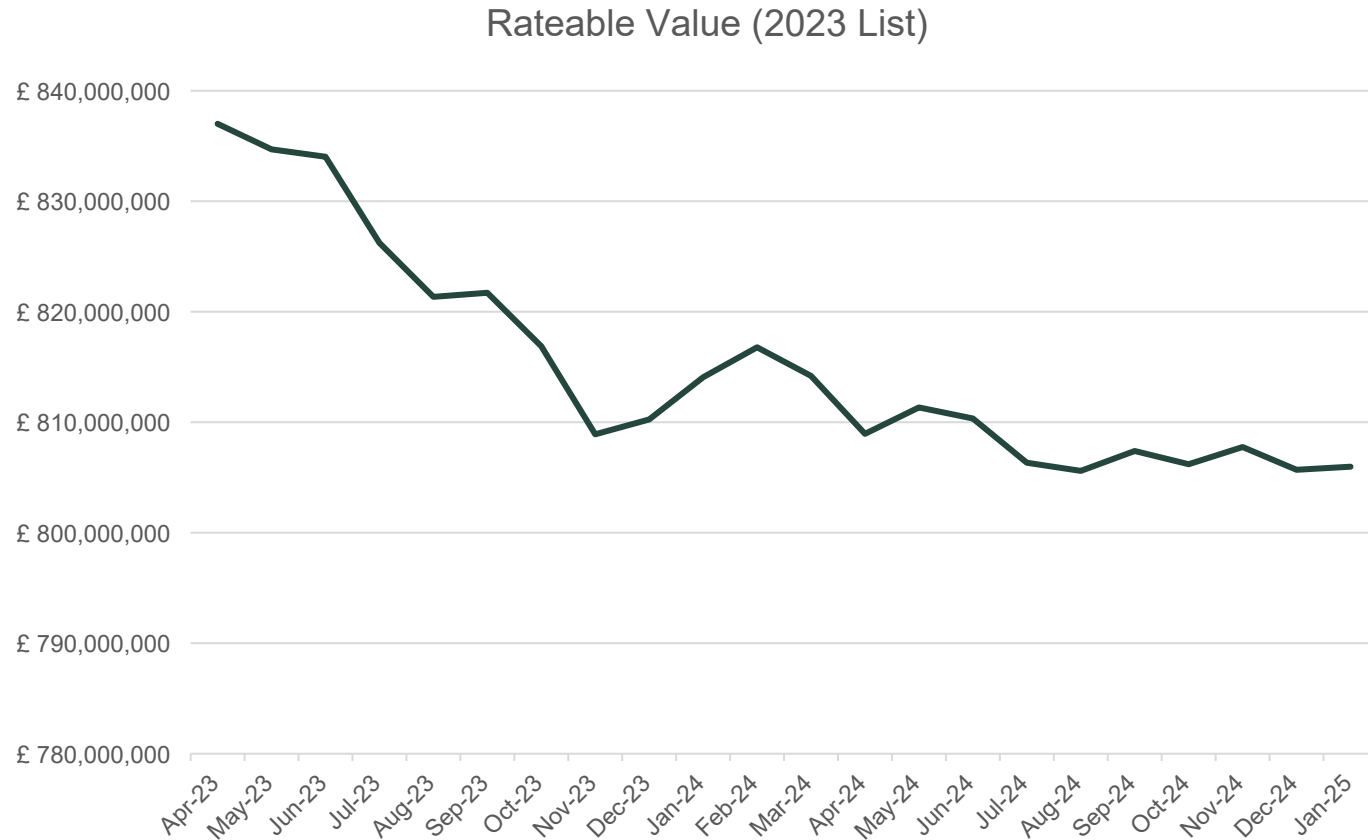
New rating  
list in  
2023/24



Generally seeing RV trending downwards over the lifetime of a rating list as properties are appealed.



# NDR – 2023/24 Rating List



c.£30m drop in RV since April 2023 – largely down to appeals

# NDR reasons for fluctuations in RV

- Case law and mass actions - changes to case law and VOA class actions have had a large effect on the total rateable value in Southwark. The ruling on the way museums are rated had a large impact with the Tate Modern losing more than £10m RV.
- Valuation of empty property being refurbished – when large buildings, City Hall for example, become vacant owners are now claiming they are undergoing refurb which means the VOA will remove them from the list altogether meaning empty rates cannot be charged. City Hall lost £5.98m
- More frequent revaluations lead to more frequent appeals

# What does it mean?

- Estimated deficits of c.£6m each on NNDR & CTAX
- Already factored into budget setting
- One-off use of specific collection fund smoothing reserve
- Re-basing of council tax and NNDR bases to mitigate any future impact
- Adjustment to CTAX collection rate to reflect current economic climate

## In conclusion

**CTAX: Collection continues to benchmark well against near neighbours. Council Tax Support Scheme remains one of the most generous.**

**NNDR: Despite reductions in RV, collection remains well above government targets**

<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	7 January 2025
<b>Report title:</b>	Policy and Resources: Revenue Monitoring Report 2024-25
<b>Cabinet Member:</b>	Councillor Stephanie Cryan, Equalities, Democracy and Finance
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a

## **FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR EQUALITIES, DEMOCRACY AND FINANCE**

This report sets out the month 8 forecast position for the General Fund, Housing Revenue Account and Dedicated Schools Grant for the 2024-2025 financial year.

Since the last monitoring report, the Chancellor of the Exchequer has delivered her Autumn Statement and it is encouraging to see a commitment to funding for areas of acute pressure such as homelessness services, adult social care and children's special educational needs and disabilities. At the time of writing, we await the Provisional Financial Settlement from the Government which will provide greater certainty on these commitments.

The General Fund has managed to withstand ongoing pressures due to sound financial management and remains robust, but we are seeing continued demand and costs pressures in homelessness services and for those who have no recourse to public funds. We are also seeing in year pressures within the council's contact centre, children's care placements driven by increased costs and an increase in demand for adult social care packages.

This means that at present we are seeing an adverse variance of £17.8m within the General Fund, however all departments are working with cabinet to look at mitigating actions and opportunities to ensure we deliver on a

balanced budget by the end of the financial year. This continues to be closely monitored with mitigation actions being explored.

The Housing Revenue Account (HRA) is showing an adverse variance of £8.1m, however given the adverse variance in the month 4 monitoring report was £10.1m it is encouraging to see that actions within the Housing Revenue Account Recovery Plan are starting to reduce the deficit. This does need to be taken with some degree of caution as this is the first monitoring report to show a reduction and the Recovery Plan continues to be the top priority for the council and for this administration.

At today's cabinet we will also be agreeing the HRA rent settlement for 2025/2026 and the recommended increase of 2.70%, whilst a moderate increase compared to previous years, along with the certainty of rent increases of CPI+1% over the next five years provides a degree of stability in respect of income into the HRA over the medium term. The overarching priority remains delivering on the actions agreed within the Recovery Plan and reducing the deficit within the HRA.

Whilst we are seeing continued demands on both the General Fund and the HRA, the commitment from the Government to provide more certainty in Local Government Funding through both a multiyear settlement from 2026/2027 and the certainty of the rent increase formula is welcomed, and this will be reported to cabinet at regular intervals during the next financial year.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet to note**

1. The Housing Revenue Account (HRA) forecast of an adverse variance of £8.2m
2. The adverse variance of £17.8m forecast for the General Fund (GF) in 2024-25
3. The key adverse variations and budget pressures and mitigating actions underlying the position:
  - Housing Revenue Account (paragraphs 13-27)
  - General Fund (paragraphs 28-80)
  - Demand pressures in temporary accommodation (TA) (Housing)
  - Increased costs for those who have 'No Recourse to Public Funds' (NRPF) (Environment, Sustainability and Leisure)
  - Increased demand for adult care packages and increased placement costs for children with complex needs and a shortage of available foster placements (Childrens and Adults)
  - Planning and Growth – less than expected income and cost of maintaining void properties in the general fund (Resources)
  - Customer services – Additional resources into the contact centre to address capacity issues (Resources).
4. The Dedicated Schools Grant (DSG) in-year pressure of £0.8m.

## **REASONS FOR RECOMMENDATIONS**

5. N/a

## **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

6. None considered as this is a revenue monitoring report for 2024-25.

## **POST DECISION IMPLEMENTATION**

7. N/a

## **BACKGROUND INFORMATION**

8. This report sets out the forecast position at month 8 for the Housing Revenue Account (HRA), General Fund (GF), and Dedicated Schools Grant (DSG) for the 2024-25 financial year.

9. The HRA position at 2023-24 outturn was an overspend of £16.4m. Mitigations were put in place to balance this in the short term. In the medium and long term, the council agreed a recovery plan for the HRA to ensure its long-term financial sustainability. The 2024-25 HRA balanced budget was agreed at cabinet on the 17 January 2024. Paragraphs 13-27 discuss the 2024-25 forecast position at month 8, together with the inherent risks in this forecast.
10. The council agreed a balanced general fund budget on 21 February 2024 including a 2.99% council tax increase and a contribution from earmarked reserves of £2.4m. The council also approved budget decisions which included efficiencies, savings and additional income generation of £20.8m within the general fund for 2024-25. Performance on achieving these savings, and significant variances are included in the departmental narratives.
11. In the Autumn Statement on 30 October 2024, the Chancellor, Rachel Reeves, set out the government's overall approach to public finances, ahead of the policy statement expected in late November and the provisional local government settlement expected in late December 2024. No additional resources were announced for local government in 2024-25. However, an extension to the Household Support Grant was announced for 6 months from September 2024- March 2025.
12. Consumer Price Index (CPI) inflation is 1.7% in September 2024, but CPI for services provision is higher, at 5.6%, which will continue to impact adversely on council services. The Bank of England base rate is 4.75%, which has reduced from that reported at month 4 (5%) but remains relatively high which continues to increase the cost of council borrowing. The cost of borrowing continues to pose a material risk to the sustainability of the Housing Revenue Account (HRA).

## **KEY ISSUES FOR CONSIDERATION**

### **Housing Revenue Account (HRA)**

13. The council manages its housing stock through its ring-fenced landlord account, the Housing Revenue Account (HRA). The final outturn position in 2023-24 was an adverse variance of £16.4m, before short term mitigations brought the HRA into a balanced position. The mitigations were:
  - Capital spend that would normally have been funded through revenue contributions via the Major Repairs Reserve will be funded through additional unplanned borrowing.
  - Overspends on the Asset Management programme will be financed from council borrowing (which was the first time the council had had

to do this) having previously earmarked all borrowing for the New Homes programme. External borrowing was £59m in 2023-24.

- Use of £2.5m of reserves.
14. A number of factors have contributed to this HRA financial position, some of which were outside the council's control, such as government policy and macro-economic events which include:

*Macro-economic factors*

15. The cumulative effect of a government imposed 1% rent reduction for four years for the period 2016-17 to 2019-20, running into hundreds of millions in income foregone.
16. A government imposed 7% cap on rents from 1st April 2023, when formula rent would have yielded 11.1%, an annual loss of £9m+ in 2023-24 and a reduced income base going forward.
17. Unfunded additional burdens arising from the Fire Safety and Building Safety Acts of 2020 and 2021.
18. Unprecedented construction industry inflationary pressure.

*Internal Factors*

19. The additional borrowing requirement for the new homes and asset management programmes compounded by the impact of a three-fold increase in interest rates since December 2021, has substantially increased the revenue impact of financing costs in the HRA.

**2024-25 HRA forecast position at Month 8**

20. It continues to be a strategic priority for the council to consider how the HRA can be managed to ensure financial sustainability, including:
  - Setting cash limits within which services are required to operate.
  - Maximising capital receipts through the sale of uneconomic assets and land to reduce the borrowing burden on the HRA.
  - Pausing a small number of new build schemes to limit the council's borrowing and ensure that interest repayments remain affordable.
  - Applying prudent viability criteria to all new build projects to minimise the need for borrowing.
  - Adhering to a plan to maintain HRA reserves to their current level and to increase to a more prudent level over the medium term.



- Limiting and ultimately repaying any borrowing for the asset management capital programme.
  - Improving procurement practices and continuing to embed more robust contract management to maximise outcomes and achieve value for money.
  - Taking all necessary steps to limit the impact of capital financing on the HRA to an affordable level, considering all other service demands and priorities.
21. The cash limited budgets for 2024-25 included approved service savings of £19.3m to deliver a neutral budget position to maintain HRA reserves at £15m. In addition, the council has put in place a series of medium term objectives to support the delivery of the HRA Recovery Plan, including:
- Disposing of surplus assets to support the AM capital programme. In 2024-25, it is expected that the sale of assets will achieve £25m and that the target of £50m will be met over two years subject to the release of further voids from the HRA and identifying other relevant disposal opportunities.
  - Ceasing or postponing non-committed new build schemes to reduce the borrowing requirement and revenue financing burden (until circumstances allow).
  - Temporary short-term borrowing to support the Asset Management (AM) capital programme and review and set future programme budgets within the available revenue funding envelope (c.£70m per annum).
22. It was assessed that savings of £19.3m would be required to achieve the estimated cash limits set within the HRA recovery plan. It should also be noted that the HRA cash limits have been set on the basis that maximises available HRA resources across front line / customer facing services. As such, the HRA is now much more sensitive to demand changes and new commitments. Whereas previously there was some capacity at the centre to dampen any one-off financial shocks, this flexibility is much reduced whilst the financial sustainability of the HRA is rebuilt.
23. In summary, (Table 1), the overall position is an adverse variance of £8.2m (net). This is a positive movement from month 4 which showed an adverse variance of £9.4m. The main changes are:
- Debt financing has increased by £0.7m following the increases in gilt rates

- Reduction in tenant facing service expenditure of £1.6m from that reported at month 4.
- Higher Homeowner income of c £10m+ which is a one off exceptional event representing prior year service charge billing actualisation for 2023-24

**Table 1: 2024-25 Housing Revenue Account Forecast Month 8**

	Outturn	Budget	Forecast	Variance
	23-24	24-25	24-25	24-25
Income	£000's	£000's	£000's	£000's
Tenant's Charges	-266,628	-297,660	-297,732	-72
Voids	9,443	6,482	8,963	2,481
Homeowner Charges	-38,440	-37,502	-48,125	-10,623
Other Income	-16,225	-16,795	-16,650	145
<b>Total Income</b>	<b>-311,850</b>	<b>-345,475</b>	<b>-353,544</b>	<b>-8,069</b>
Expenditure				
Tenant facing services	167,718	156,971	165,070	8,099
Other Services	71,523	76,617	74,740	-1,877
Capital and Financing	50,080	71,851	83,410	11,559
Debt Financing	25,066	40,036	38,477	-1,559
<b>Total Expenditure</b>	<b>314,387</b>	<b>345,475</b>	<b>361,697</b>	<b>16,222</b>
<b>Total HRA</b>	<b>2,537</b>	<b>0</b>	<b>8,153</b>	<b>8,153</b>

### 2024-25 Tenant Facing Services

24. For 2024-25, the budget for tenant facing services was set as a cash limit of £156.9m. The forecast spend is £165.1m a variance of £8.1m.
25. For resident services, the forecast is an overspend of £3.2m. This mainly relates to energy prices, estate cleaning cost pressures and private sector service charges. The service is continuing to work towards reducing expenditure elsewhere to help mitigate these pressures.
26. Asset management is forecasting an overspend of £3.5m for the repairs and maintenance to the housing stock. This projected overspend has reduced since month 4 by £2.6m. All saving targets are now incorporated into monthly monitoring reports with new Key Performance

Indicators (KPIs) produced as standard for the service monthly monitoring.

27. Customer services have a relatively small revenue budget by comparison to others within the HRA (£7.1m), which covers a significant proportion of the costs of the contact centre, customer complaints and other housing specific services. The forecast is currently £1.4m, a small increase from month 4 (£1.3m).

### **General Fund (GF)**

28. The forecast outturn position for the general fund is an adverse variance of £17.8m, after the utilisation of reserves, as set out in Table 2. The table shows the projected departmental budget outturn variances, the estimated utilisation of reserves and the change from the month 4 forecast position for 2024-25.
29. The December policy and resources cabinet paper stated that those demand pressures that are not fully mitigated in 2024-25 posed a significant risk to the Medium Term Financial Strategy (MTFS), referencing the month 4 estimated variance of £12.9m. The deteriorating position is a significant risk to the council. The projected variance of £17.8m after the use of £7.2m will need urgent attention to ensure long term financial stability.

**Table 2: 2024-25 General Fund Forecast Month 4**

Department	Budget	Forecast Variance	Reserve Movement	Variance after reserves	Change from Month 4
	£000	£000	£000	£000	£000
Children and Adults Services	164,844	7,795	(5,809)	1,986	819
Integrated Health and Care	3,897	-	-	-	(64)
Resources	64,164	4,572	(426)	3,646	664
Environment Sustainability and Leisure	106,518	(5,800)	4,121	1,096	(1,431)
Housing	28,408	14,464	(4,000)	10,464	4,479
Governance and Assurance	25,329	1,856	(1,064)	792	507
Strategy and Communities	8,006	2,132	(2,132)	0	(86)
Support Costs Re-allocation	(43,370)	(0)	-	(0)	-
Contribution from reserves	(2,500)	-	-	-	-
<b>Total</b>	<b>355,296</b>	<b>25,020</b>	<b>(7,231)</b>	<b>17,789</b>	<b>4,888</b>
General Contingency	4,000	-	-	-	-
<b>Outturn</b>	<b>359,296</b>	<b>25,020</b>	<b>(7,231)</b>	<b>17,789</b>	<b>4,888</b>

30. The projected overspend is largely attributed to the following key variances:

- Demand pressures in temporary accommodation (TA) (Housing)
- Increased costs for those who have 'No Recourse to Public Funds' (NRPF) driven by increases in costs of adult care packages which are substantially in excess of inflation (Environment Sustainability and Leisure)
- Increased demand for adult care packages and increased placement costs for children with complex needs and a shortage of available foster placements (Childrens and Adults)
- Planning and Growth – less than expected income and cost of maintaining void properties (Resources)
- Customer services – Additional resources into the contact centre to address capacity issues (Resources).

31. The position has significantly worsened by £5m since the month 4 report

to cabinet in September 2024, to £17.8m. Chief Officers hold ultimate responsibility for budget overspends. It was reported at month 4 that officers were pursuing mitigations to minimise the impact of areas forecasting demand-led and inflationary pressures, which will impact on the 2024-25 position and also likely to continue to adversely impact future budgets if not contained. The impact of the month 4 actions and mitigations put in place is now being urgently assessed. Further actions may be required to ensure that the projected overspends are effectively brought back to approved 2024-25 budgets and to ensure the council's longer term financial sustainability.

## **GENERAL FUND DEPARTMENTAL NARRATIVES**

The departmental narratives for month 8 2024-25 are as follows:

- Housing General Fund (paragraphs 32-40)
- Children and Adults Services (paragraphs 41-52)
- Integrated Health and Care (paragraphs 54-56)
- Environment, Sustainability and Leisure (paragraphs 57-64)
- Governance and Assurance (paragraphs 65-69)
- Resources (paragraphs 70-77)
- Strategy and Communities (paragraphs 78-79).

## **HOUSING – GENERAL FUND**

### **Overview**

32. The outturn forecast at month 8 shows an adverse variance of £14.5m (gross), offset by a planned use of £4m reserves to reduce the forecast to a net £10.5m. This is an increase of £4.5m from the month 4 position, primarily caused by the continuing budget pressure in homelessness.

### **Resident Services - Temporary Accommodation (TA) and Housing Solutions**

33. Homeless approaches and acceptances have seen a steady rise of around 30 households per month since the start of the year. Supply-side scarcity and higher charge rates account for the increase in costs to £14.5m (gross), before the use of reserves to bring the net position down to £10.5m (net). There has been a noticeable rise in providers exiting the private rental market in response to declining financial returns and a shift towards more expensive nightly-paid agreements, over which the council has little control if it wishes to retain supply. No effective controls exist to regulate rents in the private sector and with long-standing historical

restrictions placed on Local Housing Allowance (LHA) rates, this inevitably increases demand for local authority provision. This is further exacerbated by Home Office asylum cases coming into the system, but on a positive note, the recent uplift in LHA rates from April 2024, should assist private sector discharge rates and help focus service activity on prevention.

34. Savings proposals to mitigate the budget pressure, for temporary accommodation (TA) usage are discussed at the TA Budget Recovery Board and consists of targeted action to reduce the average unit cost for nightly paid, focus on prevention activities and further conversion of stock for use of TA in the short term. The council is also looking to maximise rental income on council owned properties where appropriate.
35. The decision to vacate Ledbury Towers due to health and safety concerns, further reduced the scope for achievement of cost savings in 2024/25. There were around a hundred and thirty households (predominantly TA clients) placed into stock that would otherwise have been available for new TA cases, thereby avoiding the need for more expensive private sector accommodation.
36. Another factor that has arisen since M4, is the suspension of the annual lettings plan, which would have enabled a number of temporary accommodation households permanent moves, however, the council is now exploring converting a number of general needs properties to mitigate this. It is estimated due to Ledbury, the suspension of the annual lettings plan, as well as delays in new build and the rapid shift of providers moving to expensive nightly paid, the year end forecast for Temporary Accommodation has risen by £4.5m from M4.
37. Housing Solutions is also forecast to overspend by £1m before the use of £0.5m reserves to cover additional staffing resources required to address capacity issues and help reduce the backlog of determinations and the growing cost of incentives to maintain private sector provision.

### **Asset Management - Private Sector Building Safety**

38. This programme was established to undertake safety inspections on high rise private sector residential blocks. Enforcement action taken against landlords for non-compliance is a function that sits separately within Environment, Sustainability and Leisure (ESL). Funding for the inspection regime is through a combination of base budget and grant, with any residual funding not spent in year carried forward as a reserve to meet future programme commitments.

## **Resident Services – Hostel Accommodation/ Support and Housing Strategy & Partnerships**

39. During the last financial year, the council in-sourced three hostels previously run by external providers, with the resident services division assuming operational and management responsibility. Assuming full occupation, rents and service charge income would broadly cover the operational running costs, but under the inter-departmental agreement with Children's and Adult Services (CAS), any budget shortfall arising, such as through void loss is fully underwritten. Following the in-sourcing, a review of needs against existing provision and alignment of the staffing structure and operational processes is underway to improve service efficiency.

### **Resident Services – Travellers Sites**

40. The council operates four traveller's sites, one of which (Springtide), is currently vacant pending refurbishment and fire safety improvement works funded through the capital programme. A long-term vacancy is contributing to the lower forecast this year.

## **CHILDREN'S AND ADULTS' SERVICES**

### **Overview**

41. Children and Adults services is forecasting a £1.9m unfavourable variance in the general fund after drawdown of reserves, a £0.8m unfavourable variance in the ring-fenced dedicated school grant (DSG) and a balanced position after reserve movements in the ring-fenced public health grant.
42. The key areas of concern affecting the general fund include the continuing increased demand for care packages in Adult Social Care as well as the need to use high-cost placements within Children's Social Care due to the scarcity of alternatives and young people's more complex needs.
43. The Dedicated Schools Grant (DSG) continues to be under financial pressure from an increase in the number of special educational needs plans. The department has reserves built up over the last few financial years to withstand some of the challenges in a planned and purposeful way over the short to medium term, and Directors continue to practice strict financial management across all areas.

### **Adults Social Care**

44. Adult social care is experiencing continued increase in year-on-year costs which is driven by the increased complexity of client need, as well as the higher than expected inflationary increases. The service is

actively seeking to manage demand despite the ongoing acuity of hospital discharges, the resultant increasing costs in homecare, nursing, and residential care. In addition, the service ensures that increases in ring fenced funding sources such as the Social Care grant, Adult Social Care precept, Market Sustainability Grant and the Discharge Fund, are used effectively to manage these pressures. This is achieved through good financial management in partnership with Finance, HR, Commissioning and Procurement colleagues and this will continue in order to ensure financial sustainability in the challenging years ahead.

### **Children's Services**

45. Cost pressures in Childrens' Services is mainly driven by the increased demand on higher cost residential and semi- independent placements as well as staffing pressures. In Childrens' Social Care, the numbers of children in care continue to reduce, which is attributed to purposeful early help work to better support children and families. However, the financial effect of this has been offset by increased individual placement costs due to young people with more complex needs as well as the shortage of available foster placements resulting in the use of more costly provision.
46. The service is working hard with commissioning and corporate colleagues to address the lack of sufficient placements through opening two children's homes and increasing the capacity of commissioned semi-independent accommodation providers within the borough. Furthermore, the on-going cost pressures, due to the shortage of social workers, is being mitigated through new recruitment and retention initiatives.

### **Dedicated School Grant**

47. The ring-fenced Dedicated Schools Grant (DSG) is forecasting an unfavourable variance of £0.8m. The High Needs Block remains the main risk area for the DSG as this area has seen an average increase in expenditure of 6% over the last 5 years. It is expected that the achievement of long-term sustainability will be affected by the fluctuations in demand for education, health and care plans (EHCP's) as this is a highly demand led service area.
48. This financial year is the second year of the council's Safety Valve agreement with Department of Education (DfE). As per the agreement the council will receive funding to offset the accumulated DSG deficit once key milestones have been achieved. The accumulated DSG deficit reduced to £9m at end of 2023-24 and the service is expecting a £1.77m contribution from the DfE once further required milestones are achieved as set out in the improvement plan. The key aim is to ensure a sustainable service with better outcomes for children and young people



as well as an in year balanced position for the DSG. The achievement of future key milestones will be very challenging and will mean all aspects of service provision need to be reviewed.

49. There is also a continuing concern about the financial position of the council's maintained schools. This is mainly due to the continued falling schools rolls which have been experienced across all London boroughs. Due to the close link between pupil numbers and the funding a school receives, a number of maintained schools are experiencing financial difficulties. The council's Keeping Education Strong strategy has been working towards right sizing the school estate. This strategy lead to PAN reductions, amalgamations, mergers and school closures to ensure provision better matches need, and a sustainable sector in borough.

### **Public Health**

50. The Public Health ring fenced grant is forecasting a balanced position after reserve movements. The public health grant is a ring fenced grant paid to local authorities from the Department for Health and Social Care (DHSC). It is used to provide preventative and early help services aimed at improving health and wellbeing in the borough through evidence based interventions.
51. This includes commissioning drug and alcohol services, children's health services, sexual health services, smoking cessation, preventive cardiovascular health checks, exercise on referral and weight management services as well as gathering, analysing and interpreting information that influences the decisions made by public health, the wider council and NHS.
52. The grant also covers delivery of a large policy portfolio, providing strategic advice and guidance on matters relating to health and wellbeing, from suicide prevention through to sexual and reproductive health, mental health and wellbeing, tobacco control, immunisation and screening, health protection and healthy places (regeneration, transport systems, urban planning, culture & leisure).
53. The current cost of living crisis is having wide-ranging negative impacts on mental and physical health and well-being, and public health plays a vital role in mitigating these effects. Initiatives include introducing free targeted secondary school meals, building on the successful free healthy primary school meal offer, an extensive holiday activity and food programme and outreach health promotion activities including programmes to increase HIV diagnosis and take up of cancer screening and vaccinations.

## **INTEGRATED HEALTH AND CARE**

### **Overview**

54. Integrated Health and Care is forecasting a near balanced position for 2024-25 for the council's general fund budget lines.
55. The department was created in June 2024 with the joint appointment between the council and Southwark Integrated Care Board (ICB) of the Strategic Director for Integrated Health and Care (also known as the Place Executive Lead for Southwark). This is a positive step towards further integration between the council and the ICB. The expectation is that further integration will support both organisations in achieving better health and social care outcomes for the residents of Southwark as well as achieving better value for money through joint commissioning of services for budgets that are under pressure across both organisations.
56. The department continues to implement the Southwark Residential Care Charter and is using the Southwark Supplement to support payments for the workforce in relation to London Living Wage, Occupational Sick Pay, and other benefits. Implementation within the borough's care home sector means that already about 75% of our care home workforce are benefitting from this policy.

## **ENVIRONMENT SUSTAINABILITY AND LEISURE**

### **Overview**

57. The projected outturn for the Environment, Sustainability and Leisure Department is an adverse variance of £0.4m (after a proposed net transfer to reserves of £6.2m). This is an improvement of £1.4m from the month 4 forecast. Officers are exploring opportunities to mitigate this variance between now and year end and would expect this adverse variance position to continue to improve.
58. The overspend is due to an increase in 'No Recourse to Public Funds' (NRPF) costs (£0.9m), which has been partially offset by underspends in the environment and leisure departments.

### **Environment**

59. The directorate is currently reporting an adverse variance of £0.03m (£0.3m improvement from Month 4), after net transfers to reserves of £7.1m which is income received in advance for private rented service licenses and transfers into the ring-fenced Highways Transformation reserve account (which has restrictions on spending), as well as a drawdown to fund allowable expenditure in Highways.

## **Leisure**

60. The directorate is currently reporting an underspend of £0.36m (after drawdowns from reserves of £0.334m) mainly to cover dilapidation payments. The forecast position is an improvement on the Month 4 position which assumed break-even by year end. The in-sourced Leisure centres are within the stabilisation phase and activities are picking up as the council is investing in refurbishing centres and updating its equipment via capital expenditure. The position is improving as the year progresses.

## **Stronger Neighbourhoods**

61. The directorate is currently reporting an adverse variance of £0.9m (£0.6m improvement on Month 4) mainly arising from the impact of support given to individuals and families with 'no recourse to public funds' which has increased demand for support. This supports the significant increases in client payments and accommodation costs. The service is actively seeking to manage demand and practice strict financial management.
62. Data from NRPf Connect indicates additional councils' costs this year, due to a 5% increase in the overall number of supported households, compounded by rising expenditure on existing cases. It is estimated that on average, annual household costs (particularly for those with care and support needs) rose by 37%. A recent review of the current arrangement and processes has made recommendations which are being pursued by officers and should see the overall cost pressure reducing over the medium to long term. These options are likely to require Cabinet approval but are in line with approaches taken by other authorities.

## **Climate Change & Sustainability**

63. The directorate is currently reporting a favourable variance of £0.2m (after drawdowns from reserves of £0.24m to cover the additional staffing costs of dealing with the climate emergency).

## **Planned movement in Reserves**

64. The department is planning to drawdown £1.8m from reserves in 2024-25 to cover dilapidation costs, planned climate change staffing costs, as well as reserve to support the VAWG transformation Programme. There are also planned top ups to the 'Private rented service reserves' from license fees income received in advance, which is to be drawn down over a 5-year period to cover costs of providing this service; as well as a top up of the 'Streets for People' reserve. These top ups are estimated to total £8m by year end.

## **GOVERNANCE AND ASSURANCE**

### **Overview**

65. Governance and Assurance are showing an adverse variance of £1.2m an increase of £0.9m from the month 4 forecast.
66. HR, OD and Health and Safety are showing a combined gross overspend of £1.4m before the planned application of reserves. The variance is largely constituted by employee costs, partially offset by the agency margin surplus. It should be noted that the employee's variance indicated above reflects transitional costs, including specific project related expenditure predicated against reserves. Progress remains on track toward implementing a fully funded structure later this year. Southwark Stands Together (SST) costs are included in the above figures.
67. Corporate Facilities Management (CFM) is responsible for ensuring that buildings that make up the council's operational estate are compliant with building standards, health & safety rules and regulations and are fit for purpose for both staff and service users alike. Other than cleaning services to Tooley Street and Queen's Road sites, facilities management (FM) services are delivered through an outsourced FM contract.
68. For 2024-25 the Council agreed to savings of £0.27m in anticipation of reduced facilities management costs arising from building closures. The delay in closing buildings has created a forecast pressure of £0.25m.
69. Law, governance, and assurance are showing a combined adverse variance of £0.58m, due to under-recovery of recharges and the use of agency staff where there are hard to fill vacancies. The service is proposing a change to the charging mechanism and to the organisational structure to address these overspends and reduce the need for agency staff.

## **RESOURCES**

### **Overview**

70. The resources department comprises of strategic and professional finance services, pensions and treasury, digital and technology services, planning and growth and customer and exchequer services. Overall, the department is projecting an adverse variance of £3.6m after an expected contribution of £0.4m from reserves.
71. The main cost pressures in the Resources department are in the customer and exchequer services department (£1.3m) and the planning and growth directorate (£2.5m)

72. The projected outturn for the planning and growth directorate is an adverse variance of £2.5m (after the proposed drawdown from reserves of £0.2m). Officers continue to explore opportunities to mitigate this variance between now and year end.
73. The net variance is mainly due to the following:
- Holding costs for void commercial properties up for disposal or relet. These costs include business rates, additional staffing costs, security costs and administration and professional fees.
  - Income producing assets have been delayed coming into the portfolio due to construction delays and commercial negotiations taking longer than anticipated.
  - Income reduction due to assets being redeveloped as part of the ongoing regeneration programmes.
74. Customer and Exchequer's Services overall overspend (£1.3m)
- A staff restructure in council tax and business rates division incurred severance costs.
  - There has been increased spending on software services of approximately £100k. Additional services that are not part of the annual contracts have been commissioned.
  - Transactional finance staff restructure which occurred in 2023-24 resulted in a leaner establishment leading to savings in the service in 2024-25. This has helped absorb overspends across Exchequers including the budget reductions from the 2023-24 budget challenge.
  - Smart Digital Transformation
  - There are high call volumes in the customer services department and additional resources have been put in place to address severe capacity shortfalls. A strategic plan to contain growing budget pressures has been agreed to bring the service back into alignment with the budget.
75. Finance, pensions and treasury are forecasting a balanced budget by the end of the year after a planned drawdown in reserves.
76. The Technology and Digital Service (TDS) delivers the essential tools, capabilities, and infrastructure to ensure that all residents can access digital technology and reap its numerous benefits and support the council in its use of technology to deliver the best possible services. The TDS forecast at month 8 remains a modest pressure of £0.1m. While the service will be looking to deliver a balanced budget by the end of the year.

77. Operational delivery of IT infrastructure and support services is managed through an agreement with the London Borough of Brent and Lewisham, forming the Shared Technology Service (STS). While there are several challenges across the technology landscape, a key priority is the mitigation of the risk of cyberattacks and data breaches, which can lead to financial and reputational harm.

## **STRATEGY AND COMMUNITIES**

### **Overview**

78. The projected outturn for the Strategy and Communities Department is a break-even position (after drawdown from reserves to cover planned work).
79. The anticipated net movement (drawdown) in reserves in 2024-25 currently stands at £2.1m and will be from the corporate capacity building reserve together with the modernisation, service, and operational improvement reserve to fund the Future Southwark initiative and increased staffing costs.

### **CONTINGENCY**

80. The £4m contingency budget is assumed to be fully utilised to offset in-year budget pressures.

### **Community, equalities (including socio-economic) and health impacts**

81. This report monitors expenditure on council services, compared to the planned general fund budget agreed in February 2024, and HRA budget agreed in January 2024. Although as a monitoring report, this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

### **Climate change implications**

82. There are no climate change implications arising directly from this report, which provides an update on the revenue outturn for 2024-25.

### **Resource implications**

83. This report is the revenue outturn report which details the budgetary outcomes in 2024-25.

## Consultation

84. No consultation has taken place as this report details the 2024-25 revenue monitoring report for month 8.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None.		

## APPENDICES

No.	Title
None.	

## AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Cabinet Member for Equalities Democracy and Finance		
Lead officer	Clive Palfreyman, Strategic Director of Resources		
Report author	Tim Jones, Director of Corporate Finance		
Version	Final		
Dated	17 December 2024		
Key Decision?	Yes		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments Sought	Comments included	
Assistant Chief Executive, Governance and Assurance	N/a	N/a	
Strategic Director for Resources	N/a	N/a	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team		17 December 2024	

<b>Meeting Name:</b>	Cabinet
<b>Date:</b>	7 January 2025
<b>Report title:</b>	Policy and Resources: Capital Monitoring Report 2024-25 and Southwark 2030 strategic alignment.
<b>Cabinet Member:</b>	Councillor Stephanie Cryan, Equalities, Democracy and Finance
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a

## **FOREWORD – COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR EQUALITIES, DEMOCRACY AND FINANCE**

Southwark 2030 has given us the opportunity to align our capital programme to deliver the things that our residents have told us are important to them. Our Capital Programme has always been rightly ambitious in delivering both large scale and smaller localised projects to benefit residents. From building new council homes and libraries, large scale infrastructure like the new Canada Water Leisure Centre to localised projects delivered through Cleaner, Greener, Safer funding, our residents are at the heart of our Capital Programme.

This report outlines the current borrowing requirements on the General Fund and the Housing Revenue Account to deliver on some of our key capital commitments, but it is also important to highlight that we are also delivering on our residents' priorities through the use of Section 106 and Community Infrastructure Levy as well as devolved funding from Central and Regional Government.

We have a number of capital bids to agree within this report which help to support our Southwark 2030 goals and our shared ambition, with residents, anchor organisations and key partners. These include funding to help deliver our Streets for People priorities, enabling us to deliver on ward based priorities following extensive consultation and collaboration with residents. Delivering on our goal for a Healthy Environment with funding to carry out much needed works to protect the biodiversity of the Albion Channel and outdoor electric BBQ equipment for Burgess Park as well as supporting our commitment to provide new parks within the Old Kent Road regeneration area. We are also committed to helping our residents feel safe and will be upgrading our CCTV fibre network.

As an administration we continue to share the ambitions of our residents and to deliver on these ambitions. Southwark 2030 provides the framework for this shared ambition of delivery



## **RECOMMENDATIONS**

### **Recommendations for the Cabinet to note:**

1. Notes the month 8 2024-25 forecast spend and resources and future years for both the general fund and housing investment programmes as detailed in Appendices A1 and C.
2. Notes the alignment of the general fund capital programme to the Southwark 2030 priorities at Appendix A2
3. Notes the significant borrowing requirement of £313m which needs to be identified for the general fund programme to be fully delivered over the remaining term of the programme, as detailed in Appendix A.
4. Notes the significant borrowing requirement of £426m for the housing investment programme to be fully delivered over the remaining term of the programme, as detailed in Appendix C.

### **Recommendation for the Cabinet to approve:**

5. The virements and variations to the general fund and housing investment capital programme as detailed in Appendix D.
6. The new capital bids in Appendix E and F for inclusion into the capital programme.

## **REASONS FOR RECOMMENDATIONS**

7. Cabinet is asked to note the capital programme forecast at month 8, 2024-25 for the general fund and the housing investment programme.
8. Cabinet to approve the virements and variations to the General Fund and Housing Investment Programme.

## **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

9. None considered as this is a capital monitoring report for 2024-25.

## **POST DECISION IMPLEMENTATION**

10. For the approved virements and variations to be included in the capital programme.

## BACKGROUND INFORMATION

11. The projects contained within the council's capital programme endeavour to deliver the council's priorities in the medium and longer term. It looks forward to a vision of a Future Southwark that is a great place to live, learn, visit and do business in the borough. In July 2024, cabinet agreed the 'Southwark 2030' strategy which was jointly developed with residents, communities, businesses and stakeholders. Southwark 2030 sets out a vision to build a fair, green and safe Southwark in the longer term. It is supported by three principles:

- Reducing inequality,
- Empowering people, and
- Investing in prevention.

12. These principles have been translated into a focus on six goals to achieve this vision as follows:

- Decent homes for all
- A good start in life
- A safer Southwark
- A strong and fair economy
- Staying well
- A healthy environment

The delivery of these goals will be financed through day-to-day spending (revenue) and through longer term spending (capital).

13. The council monitors both capital and revenue spending and reports regularly throughout the year to cabinet. This report details the council's capital programme spend. This second capital monitoring report for 2024-25, follows a similar format to previous reports, detailing the individual projects by department for both the general fund and the housing investment programme.
14. In addition, the report again shows how the capital programmes align to the six goals set out in the Southwark 2030 Strategy. The month 8 capital monitoring report reviews the existing capital programme to ensure that resources remain targeted to key priorities and that the council's long term ambitions are able to be met within existing council resources.
15. Due to the size and scale of the programme and the number of projects involved, it is inevitable that unforeseeable delays can occur which led to some variations against planned spend. Actual resources may also vary to the plan, due to, for example, a delay in the sale of a property, or an external development with s106 or Community Infrastructure Levy (CIL) obligations not being brought forward as quickly as anticipated. This has historically resulted in the capital programme being over-programmed in year, whilst retaining a

balanced programme over the entire ten-year life of the programme. However, the council now faces a position where planned spend is considerably in excess of forecast resources over the life of the programme. A refreshed 10-year programme was approved in February 2024 and new capital programme bids are being scrutinised through a capital board to ensure that the council's capital plans remain affordable.

## **KEY ISSUES FOR CONSIDERATION**

16. The capital programme forecast for month 8, 2024-25 is discussed within the report, structured as follows:
  - Housing Investment Programme (HIP)
  - General Fund (GF) capital programme
  - Southwark 2030 goals
  - New capital Bids.
17. The additional detail is contained within the appendices as follows:
  - Appendix A1 provides further detail on the general fund capital programme by department.
  - Appendix A2 details the current general fund capital programme by the goals of Southwark 2030.
  - Appendix B the accompanying departmental narratives.
  - Appendix C1 sets out the housing investment programme.
  - Appendix C2 New Homes programme
  - Appendix D sets out the capital programme budget virements and variations for approval.
  - Appendix E provides a summary of new capital bids.
  - Appendix F provides the narrative detail of the new capital bids.

## **HOUSING INVESTMENT PROGRAMME (HIP) Month 8 2024-25**

18. The 'Housing Investment Programme' (HIP) is the capital programme for the Housing Revenue Account (HRA). Broadly, there are two major strands: the New Build programme and the Asset Management (AM) programme. The New Build programme is the commitment to new council homes delivery. The Asset Management programme arises from the council's social landlord function, with legal obligations to ensure the upkeep of its council homes, to ensure they are safe, healthy and free from things that can cause harm.
19. Table 1 summarises the forecast programme expenditure over the period 2024-25 to 2033-34. Forecast spend is £1.30bn, comprising of £558m for new homes, £735m for asset management and £6m for other programmes.

**Table 1 Housing Investment Programme outturn 2024-25 to 2033-34**

Programme	Forecast				2024/25-3033/34 Total Forecast
	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2029/30+ Forecast	
			£	£	£
Asset management	81,213,550	103,313,205	106,757,960	254,990,895	734,824,645
New Build and Acquisitions	168,136,723	91,821,411	74,482,309	97,383,064	558,079,803
Other programmes	5,549,267	-	-	-	5,549,267
<b>TOTAL EXPENDITURE</b>	<b>254,899,540</b>	<b>195,134,616</b>	<b>181,240,269</b>	<b>352,373,959</b>	<b>1,298,453,715</b>
<b>FUNDED BY:</b>					
Capital Receipts	20,722,243	38,112,966	16,824,309	-	79,689,519
Major Repairs allowance and revenue	82,630,890	74,188,205	78,647,905	254,990,895	649,512,623
Capital Grants and external contributions	14,473,926	12,574,740	2,638,215	3,796,500	73,623,166
Section 106 and CIL	11,092,212	10,000,000	10,000,000	18,323,995	69,416,207
Borrowing	125,950,269	60,258,705	73,129,840	75,262,569	426,212,200
<b>TOTAL RESOURCES</b>	<b>254,869,540</b>	<b>195,134,616</b>	<b>181,240,269</b>	<b>352,373,959</b>	<b>1,298,453,715</b>

20. The forecast spend for the Housing Investment Programme for 2024-25 is £255m. Of this, £168m relates to the new build programme, £81m is for asset management and £6m for other schemes.
21. A more detailed breakdown of the schemes and budgets within the housing investment programme is included in Appendix C.

#### *Financing the Housing Investment programme*

22. To help ensure the sustainability of the HRA, the aim is to finance the Asset Management (AM) programme through the Major Repairs Reserve and discretionary revenue contributions to capital, with the Major Repairs Reserve being funded from depreciation charges levied on the HRA. However, it has been necessary to fund part of the spend in 2023-24 from borrowing (£59m) and its forecast that an additional £58m of external borrowing will be needed in 2025-26 to 2027-28 with the financing cost of this adding to the burden on the HRA. This additional burden places a strain on service delivery and may result in the slowing of the overall Housing Investment Programme, including the New Build programme.

#### *New Build Programme*

23. Like the General Fund programme, the HIP underwent a detailed review to ensure that it continues to meet the strategic policy aims of the council whilst still being affordable and sustainable. As part of this review, the new homes programme has been separated into two categories; a 'committed' and an

‘uncommitted’ programme.

24. The committed programme comprises those projects for which a contractual commitment exists or where the council has demonstrated a deep commitment to continue with, such as by way of a resident ballot. However, these committed projects still need constant review to ensure their continuing affordability, particularly when both borrowing costs and construction costs are rising. So, completion of these ‘committed’ projects remains subject to the test of affordability, as they are affected by a range of factors, including inflation, interest rates and other pressures impacting the Housing Revenue Account (HRA). Phasing of some of the larger schemes in the programme provides a degree of flexibility to enable the council to respond to changing economic circumstances and emerging pressures.
25. The uncommitted programme comprises the pipeline of projects that the council would like to pursue, but for the time being cannot be contained within the affordability envelope. The council will endeavour to introduce these to the committed programme as and when funding and affordability allow.
26. The council’s New Build Programme is constrained primarily by the need to borrow and the impact of the cost of borrowing in the form of interest payable on the Housing Revenue Account (HRA). In recent years the HRA has faced other financial pressures arising from rent caps and high inflation, as well as the need to respond to new regulations for building and fire safety.
27. Given that interest rates remain high the council has reduced the pace of borrowing to prevent the cost of servicing the debt from exceeding available resources. This is being achieved in several ways, including by slowing down or pausing projects or by finding other sources of income including capital receipts from the sale of vacant or unproductive assets.
28. In July 2024, the Government announced increased flexibilities on the use of Right To Buy (RTB) for the two financial years 2024-25 and 2025-26, as follows:
  - The maximum permitted contribution from RTB receipts to replacement affordable housing has increased from 50% to 100%.
  - RTB receipts will be permitted to be used with section 106 contributions.
  - The cap on the percentage of replacements delivered as acquisitions each year (currently 50%) has been lifted.
  - These flexibilities are welcomed and will enable the council to use its RTB receipts to build or acquire new homes without recourse to borrowing, and work is underway to identify opportunities to best utilise these flexibilities to deliver new homes whilst ensuring value for money.
29. In the recent Autumn Budget, the Government announced that retention of 100% of Right to Buy receipts by councils for financial years 2022-23 and 2023-24 will now be extended indefinitely into future financial years. This will provide greater certainty to the council in planning how best to utilise RTB receipts over the longer term.

*Asset Management (AM)*

30. Recent changes in the legislative, regulatory and policy environment, have added significant costs to an already ambitious programme and without any additional funding from government. The HIP has an annual budget of £60m-£70m to undertake capital works to its stock but spend in 2023-24 was £108.7m, largely on works to ensure the stock is safe. This has left a funding gap of around £59m, which has been met from borrowing.
31. Officers have considered a range of options to reduce the gap in 2024-25 and beyond including:
  - Prioritising building and fire safety works,
  - Reducing or re-profiling the existing asset management programme to bring it closer to the £70m envelope,
  - Reviewing contracts and procurements to maximise value for money,
  - Selling surplus HRA assets (e.g., a small number of long-term voids that have proved uneconomical to repair, vacant land) to generate capital receipts.
32. All programmes will be based on sound information on the condition of the stock and its assets and to achieve this a desktop exercise and on-site surveys are underway to review the current condition of the stock. Following completion of the on-site surveys, the information will be cross-referenced with the current two-year proposed programme and fed into future investment planning. A 100% stock and engineering asset condition survey and report will be produced to inform our future investment programme. A forecast of an estimated £7m across four financial years has been allowed for this work.
33. Electrical safety work is in progress in high rise blocks and street property conversions, based on an assessment of risk. A significant data exercise is in progress to validate electrical certificates and reports carried out through all programmes. The testing of all remaining tenanted dwellings in the high-rise and street property conversions is due to complete by May 2025, and a programme is being planned and procured to deliver full compliance across the rest of the stock by March 2026. Completion by planned dates is dependent on gaining access to properties.

**GENERAL FUND CAPITAL PROGRAMME**

34. Table 2 shows that programmed expenditure over the period 2024-25 to 2033-34 is currently forecast at £435m and that approximately £313m will be funded by borrowing. Appendix A1 details the capital programmes by department and Appendix B provides the departmental narratives. Appendix D sets out the budget virements to be approved.

**Table 2: General Fund Capital Programme - Month 8 2024-25 to 2033-34**

Department	2024-25			2025-26			Total Programme to 2033-34	
	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variations	Revised Budget	Total Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's (incl SSF) and Adults' Services	63,587	62,410	(1,177)	11,005	12,182	1,177	83,016	83,017
Finance	10,215	10,003	(212)	10,727	10,489	(228)	37,933	37,933
Governance & Assurance	7,657	5,677	(1,980)	7,105	13,736	6,632	57,193	57,193
Environment, Neighbourhoods & Growth	45,939	42,423	(3,516)	44,920	46,467	1,547	153,189	153,189
Planning & Growth	29,269	28,985	(284)	33,840	31,661	(2,179)	77,547	77,547
Housing	3,433	2,994	(439)	2,879	2,879	-	26,464	26,464
<b>TOTAL EXPENDITURE</b>	<b>160,100</b>	<b>152,492</b>	<b>(7,608)</b>	<b>110,476</b>	<b>117,423</b>	<b>6,947</b>	<b>435,343</b>	<b>435,343</b>
<b>FUNDED BY:</b>								
Capital Receipts	5,901	5,901	-	10,000	10,000	-	35,901	35,901
Major Repairs allowance	-	-	-	-	-	-	-	-
Reserves	3,466	3,556	90	1,560	1,470	(90)	5,026	5,026
Revenue	-	-	-	-	-	-	-	-
Capital Grants	33,230	31,429	(1,801)	10,669	12,221	1,552	57,349	57,349
Section 106 and CIL	11,090	10,510	(580)	5,243	5,696	453	20,586	20,586
External Contributions	3,080	3,080	-	111	111	-	3,204	3,204
Borrowing	103,333	98,016	(5,317)	82,893	87,925	5,032	313,276	313,277
<b>TOTAL RESOURCES</b>	<b>160,100</b>	<b>152,492</b>	<b>(7,608)</b>	<b>110,476</b>	<b>117,423</b>	<b>6,947</b>	<b>435,343</b>	<b>435,343</b>

**CAPITAL PROGRAMME SUPPORTING THE 'SOUTHWARK 2030 STRATEGY'**

35. The projects within the current general fund capital programme and the housing investment programme have been assigned to the goals set out in the Southwark 2030 strategy. It is necessarily a broad approach to categorisation as some projects support more than one goal or have been included to fulfil health and safety concerns. There are other projects that are not outward facing but are corporate projects. Grouping by goal, does show the scale of the council's investment and ambitions for the long-term future of Southwark.
36. Overall, the council is investing £359m over 10 years, from the general fund to support the vision of Southwark 2030. The housing investment programme

which mainly comprises of the new build programme and asset management is an additional £1,298m over this same 10-year period. Table 3 allocates the forecast over the Southwark 2030 goals, together with the housing investment programme and the corporate projects. Appendix A2 shows more detail.

Table 3: Southwark 2030: Total forecast capital programme spend

Total Capital Programme 2024/25 - 2033/34	
Southwark 2030 Goals	Forecast
	£'000
Decent Homes for All	26,464
Good Start in Life	70,945
A Safer Southwark	39,268
A Strong & Fair Economy	108,493
Staying Well	27,520
Healthy Environment	86,749
<b>Total Expenditure</b>	<b>359,438</b>
<b>Corporate Projects</b>	<b>75,904</b>
<b>Housing Investment Programme (HIP)</b>	<b>1,298,454</b>
<b>Total General Fund and HIP</b>	<b>1,733,796</b>

37. Broadly, the types of projects within each category are as follows:

- **Decent homes for all.** (Building more homes, investing in maintaining and improving social housing, creating new affordable homes)
- **A good start in life.** (Youth services, school refurbishment, air quality improvements, building of children's homes)
- **A safer Southwark.** (Streetcare improvements, CCTV cameras, school streets)
- **A strong and fair economy.** (Regeneration projects, Peckham rye redevelopment, digital connectivity)
- **Staying well.** (Leisure centres, adult social care home improvements)
- **A healthy environment.** (Cleaner, Greener, Safer projects, investments in parks, air quality, climate emergency projects).

### New Capital Bids

38. A new capital bid process was reported to the July 2024 cabinet. Any new bids would be formally reviewed by a Capital Board against the affordability criteria and in alignment with key council principles and brought to cabinet for approval. Affordability of the general fund capital programme is dependent on grant income, 'Section 106', and Community Infrastructure Levy (CIL) receipts and capital receipts. Any shortfall is met through prudential borrowing, which incurs



financing costs. Capital bids totaling £135m were submitted to the capital board in November 2024. As this total was over and above what is affordable the capital board agreed to submit to cabinet for approval those bids that are urgent for health and safety reasons or were key council priorities. The total new bids for these projects are £37m with details in Appendix E and F.

### **Community, equalities (including socio-economic) and health impacts**

39. This report monitors expenditure relating to the council's capital programme. Although as an outturn report this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the projects and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

### **Climate change implications**

40. This report provides an update on the council's capital programme as a whole and includes climate change programme updates. The impact of individual projects and programmes will be considered in line with constitutional requirements as part of the specific decision making and procurement processes.

### **Resource implications**

41. This report is the capital outturn report which details the budgetary outcomes in 2024-25.

### **Consultation**

42. No consultation has taken place as this report details the 2024-25 capital monitoring report for month 8.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Assistant Chief Executive (Governance and Assurance) [NBC 28.11.2024]**

43. The council has a duty to maintain a balanced budget throughout the year and, accordingly, members are required to regularly monitor the council's financial position. Section 28 of the Local Government Act 2003 imposes a duty on the council to monitor its budgets throughout the financial year. The council must take necessary appropriate action to deal with any deterioration in the financial position revealed by the review. This report sets out the current situation regarding report sets out the forecast position at month 8 for the Housing Revenue Account (HRA), General Fund (GF), and Dedicated Schools Grant (DSG) for the 2024-25 financial year.

44. Decisions regarding the strategic aspects of the regulation and control of the council's finances are reserved to the cabinet in accordance with Part 3B of the constitution. This part refers to the cabinet having responsibility for the "council's revenue and capital budgets, including the housing revenue account, ensuring effective financial control and the achievement of value for money, within the provisions of financial standing orders.
45. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
- Eliminate unlawful discrimination harassment and victimisation
  - Advance equality of opportunity between people who share protected characteristics and those who do not
  - Foster good relations between people who share protected characteristics and those who do not.
46. Cabinet needs to take account of this duty in considering this report.
47. The Community, equalities (including socio-economic) and health impacts section above indicates that whilst this report has been judged to have no direct impact on local people and communities, the expenditure it is reporting reflects plans designed to have an impact on local people and communities.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

## APPENDICES

No.	Title
Appendix A1	General Fund Capital Programme 2024-25 to 2033-34
Appendix A2	General Fund Capital Programme aligned to Southwark 2030
Appendix B	Departmental General Fund Narratives
Appendix C1	Housing Investment Programme
Appendix C2	New Homes Programme
Appendix D	Variations and Virements
Appendix E	New Capital Bids
Appendix F	New Capital Bids narrative

**AUDIT TRAIL**

Cabinet Member	Councillor Stephanie Cryan, Equalities, Democracy and Finance	
Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Tim Jones, Director of Corporate Finance	
Version	Final	
Dated	19 December 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Resources	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		19 December 2024

Appendix A - General Fund Capital Programme 2024-25 to 2033-34 Month 7

Capital Programme 2024/25 - 2033/34	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
Description of Programme / Project	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Environment, Neighbourhoods and Growth</b>													
CIL 2021- CGS	54	14	54	0	20	20	0	0	0	0	74	74	0
Cleaner Greener Safer	1,884	849	1,884	0	2,916	2,916	0	8,367	8,367	0	13,167	13,167	0
Cycle Superhighway 4 Project	0	0	0	0	150	150	0	2,748	2,748	0	2,898	2,898	0
Southwark School Streets	450	73	450	0	311	311	0	561	561	0	1,323	1,323	0
CIL 2021- Highways	441	74	288	(153)	172	325	153	0	0	0	613	613	0
LIP Programme	2,686	1,428	2,419	(267)	210	477	267	0	0	0	2,896	2,896	0
Other PR Projects	3,852	396	3,630	(221)	3,282	3,403	121	473	573	100	7,607	7,607	0
StreetCare	10,261	3,702	9,911	(350)	6,709	6,709	0	17,362	17,712	350	34,332	34,332	(0)
Street Lighting	2,079	0	1,879	(200)	700	700	0	700	900	200	3,479	3,479	0
Street Market	160	0	160	0	40	40	0	0	0	0	200	200	0
Air Quality	765	375	932	167	563	655	92	359	100	(259)	1,687	1,687	0
Air Quality Action Plan & Climate Emergency Delivery Projects	318	19	318	0	193	193	0	432	432	0	943	943	0
Climate Emergency	3,159	181	3,398	239	2,288	2,179	(109)	14,083	13,954	(130)	19,530	19,530	0
CCTV Cameras	1,000	113	1,000	0	1,250	1,250	0	750	750	0	3,000	3,000	0
Carbon Reduction Investment	0	0	0	0	1,331	1,331	0	0	0	0	1,331	1,331	0
Youth Services	891	49	591	(300)	550	850	300	0	0	0	1,441	1,441	0
Culture	118	14	224	107	127	127	0	267	160	(107)	512	512	0
Cemetery Burial Strategy	6	0	6	0	3	3	0	115	115	0	123	123	0
Drinking Water Fountains throughout Southwark	0	7	8	8	0	0	0	200	192	(8)	200	200	0
Food Waste Collection	1,316	0	1,316	0	0	0	0	0	0	0	1,316	1,316	0
Tree Planting	1,173	399	1,150	(23)	1,927	1,950	23	1,623	1,623	0	4,723	4,723	(0)
CIL 2021- Parks	150	12	100	(50)	750	750	0	246	296	50	1,146	1,146	0
Parks	8,495	2,296	7,170	(1,325)	11,762	11,314	(447)	8,468	10,240	1,772	28,725	28,725	0
South Dock Marina	1,400	260	1,099	(301)	6,365	6,666	301	575	575	0	8,341	8,341	0
Leisure	5,283	1,045	4,436	(847)	3,300	4,147	847	5,000	5,000	0	13,583	13,583	0
<b>Environment, Neighbourhoods and Growth</b>	<b>45,939</b>	<b>11,305</b>	<b>42,423</b>	<b>(3,516)</b>	<b>44,920</b>	<b>46,467</b>	<b>1,547</b>	<b>62,330</b>	<b>64,299</b>	<b>1,969</b>	<b>153,189</b>	<b>153,189</b>	<b>(0)</b>
<b>Planning</b>	<b>1,500</b>	<b>465</b>	<b>1,444</b>	<b>(56)</b>	<b>1,454</b>	<b>1,509</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,953</b>	<b>2,953</b>	<b>0</b>
Walworth Town Hall	1,058	0	1,058	0	0	0	0	0	0	0	1,058	1,058	0
Canada Water Leisure Centre	225	52	225	0	0	0	0	0	0	0	225	225	0
Revitalising the Blue	839	79	839	0	1,572	1,572	0	0	0	0	2,411	2,411	0
Riverside Walk	0	0	0	0	50	50	0	1,409	1,409	0	1,459	1,459	0
Regeneration North	2,595	743	2,285	(310)	4,592	4,903	310	379	379	0	7,567	7,567	0
Revitalising Camberwell	0	0	0	0	328	328	0	0	0	0	328	328	0
Peckham Rye Station Redevelopment	1,584	(792)	1,544	(40)	6,790	7,365	575	2,638	2,103	(535)	11,012	11,012	0
The Old Vic	1,500	1,754	1,500	0	2,236	2,236	0	0	0	0	3,736	3,736	0
Regeneration South	6,099	1,359	6,124	25	2,829	2,804	(25)	0	0	0	8,928	8,928	0
21-23 Parkhouse Street	0	0	0	0	670	670	0	2,291	2,291	0	2,961	2,961	0
Peckham Library Square	2,238	127	2,238	0	4,435	4,435	0	0	0	0	6,673	6,673	0
Regeneration Capital	559	130	654	95	4,838	1,743	(3,095)	112	3,112	3,000	5,510	5,510	0
Strategic Acquisitions	202	1	202	0	0	0	0	0	0	0	202	202	0
Property Services	6,071	345	6,071	0	2,037	2,037	0	3,600	3,600	0	11,709	11,709	0
Elephant & Castle Regeneration	4,800	0	4,800	0	2,008	2,008	0	4,008	4,008	0	10,816	10,816	0
<b>Planning &amp; Growth</b>	<b>29,270</b>	<b>4,262</b>	<b>28,985</b>	<b>(286)</b>	<b>33,840</b>	<b>31,661</b>	<b>(2,179)</b>	<b>14,437</b>	<b>16,902</b>	<b>2,465</b>	<b>77,547</b>	<b>77,547</b>	<b>0</b>
<b>Children's and Adults' Services</b>													
Lifecycle Capital Prog- Anchor Homes	1,309	419	1,309	0	1,618	1,618	0	2,877	2,877	0	5,804	5,804	0
Lifecycle Capital Prog- ASC properties	1,000	57	1,000	0	1,158	1,158	0	3,005	3,005	0	5,164	5,164	0
Mosaic Management Information Development	286	154	286	0	305	305	0	0	0	0	591	591	0

Appendix A - General Fund Capital Programme 2024-25 to 2033-34 Month 7

Capital Programme 2024/25 - 2033/34	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
Description of Programme / Project	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bed Based Care	1,000	24	1,000	0	894	894	0	0	0	0	1,894	1,894	0
Changing Places Toilet Programme	14	0	14	0	15	15	0	15	15	0	44	44	0
MH Supported Housing Insourc. Transition	17	0	17	0	0	0	0	0	0	0	17	17	0
Primary Schools Refurbishment Programme	0	0	0	0	2,609	2,609	0	0	0	0	2,609	2,609	0
Primary Schools Refurbishment Programme Pre 24/25	1,476	198	1,476	(0)	0	0	0	0	0	0	1,476	1,476	(0)
Primary Schools Refurbishment Programme Contingency Pre 24/25	844	0	844	0	0	0	0	0	0	0	844	844	0
Primary Schools Refurbishment Programme 24/25	4,815	731	3,638	(1,177)	0	1,177	1,177	0	0	0	4,815	4,815	0
Beormund Primary School Redevelopment	17,475	383	17,475	0	367	367	0	0	0	0	17,842	17,842	0
Ilderton Primary - Air Quality Improvements	1	0	1	0	0	0	0	0	0	(0)	1	1	(0)
Permanent Expansion	11,345	5,925	11,345	0	695	695	0	0	0	0	12,041	12,041	0
Riverside Primary School	6,213	1,894	6,213	(0)	154	154	0	28	28	0	6,394	6,394	(0)
Rotherhithe Primary School Expansion	640	220	640	0	0	0	0	0	0	0	640	640	0
SEND and Disabilities Development	11,172	75	11,172	(0)	3,159	3,159	0	2,500	2,500	0	16,832	16,832	(0)
Southwark Inclusive Learning Service KS4	3,200	0	3,200	0	0	0	0	0	0	0	3,200	3,200	0
Childrens Homes	2,238	196	2,238	(0)	30	30	0	0	0	0	2,268	2,268	(0)
School Retention	177	0	177	0	0	0	0	0	0	0	177	177	0
Southwark Schools for the Future	365	0	365	0	0	0	0	0	0	0	365	365	0
<b>Children's and Adults' Services Total</b>	<b>63,587</b>	<b>10,275</b>	<b>62,410</b>	<b>(1,177)</b>	<b>11,005</b>	<b>12,182</b>	<b>1,177</b>	<b>8,425</b>	<b>8,425</b>	<b>0</b>	<b>83,017</b>	<b>83,017</b>	<b>0</b>
<b>Housing</b>													
Gypsy and Travellers Site Fire Safety Reconfiguration	468	0	468	0	0	0	0	0	0	0	468	468	0
Housing Renewal	2,965	707	2,526	(439)	2,879	2,879	0	20,152	20,591	439	25,996	25,996	0
<b>Housing Total</b>	<b>3,433</b>	<b>707</b>	<b>2,994</b>	<b>(439)</b>	<b>2,879</b>	<b>2,879</b>	<b>0</b>	<b>20,152</b>	<b>20,591</b>	<b>439</b>	<b>26,464</b>	<b>26,464</b>	<b>0</b>
<b>Finance</b>													
Public Switched Telephone Network (PSTN) Digitalisation	253	268	253	0	969	969	0	0	0	0	1,222	1,222	0
Laptop Refresh	4,798	1,537	6,036	1,239	5,618	6,431	814	8,296	6,244	(2,052)	18,712	18,712	0
Digital Strategy	5,164	1,291	3,714	(1,450)	4,140	3,098	(1,042)	8,696	11,188	2,492	18,000	18,000	0
<b>Finance Total</b>	<b>10,215</b>	<b>3,096</b>	<b>10,003</b>	<b>(211)</b>	<b>10,727</b>	<b>10,498</b>	<b>(228)</b>	<b>16,992</b>	<b>17,432</b>	<b>440</b>	<b>37,933</b>	<b>37,933</b>	<b>0</b>
<b>Governance &amp; Assurance</b>													
PPM & Compliance Programme (CRP)	400	255	400	0	400	400	0	16,093	16,093	0	16,893	16,893	0
Operational Buildings Life Cycle Investment	7,257	862	5,277	(1,981)	6,705	13,336	6,632	26,338	21,687	(4,651)	40,300	40,300	0
<b>Governance &amp; Assurance Total</b>	<b>7,657</b>	<b>1,116</b>	<b>5,677</b>	<b>(1,981)</b>	<b>7,105</b>	<b>13,736</b>	<b>6,632</b>	<b>42,431</b>	<b>37,780</b>	<b>(4,651)</b>	<b>57,193</b>	<b>57,193</b>	<b>0</b>
<b>Capital Programme 2024/25-2033/34</b>													
<b>Total General Fund Programme</b>													
	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
	Revised Budget	Spend to date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Expenditure</b>	<b>160,101</b>	<b>30,761</b>	<b>152,492</b>	<b>(7,609)</b>	<b>110,475</b>	<b>117,423</b>	<b>6,947</b>	<b>164,766</b>	<b>165,428</b>	<b>662</b>	<b>435,343</b>	<b>435,343</b>	<b>0</b>
<b>Total Resources</b>	<b>56,767</b>	<b>0</b>	<b>54,476</b>	<b>(2,291)</b>	<b>27,583</b>	<b>29,498</b>	<b>1,915</b>	<b>37,716</b>	<b>38,092</b>	<b>376</b>	<b>122,066</b>	<b>122,066</b>	<b>0</b>
<b>Forecast Variation (under)/over.</b>	<b>103,334</b>	<b>30,761</b>	<b>98,016</b>	<b>(5,318)</b>	<b>82,892</b>	<b>87,925</b>	<b>5,032</b>	<b>127,050</b>	<b>127,336</b>	<b>286</b>	<b>313,277</b>	<b>313,277</b>	<b>0</b>
<b>Cumulative position</b>					<b>186,227</b>	<b>185,941</b>	<b>(286)</b>	<b>313,277</b>	<b>313,277</b>	<b>(0)</b>	<b>313,277</b>	<b>313,277</b>	<b>0</b>

Appendix A1 - General Fund Capital Programme 2024-25 to 2033-34 Month 7

Capital Programme 2024/25 - 2033/34	2024/25				2025/26			2026/27 - 2033/34			Total Programme 2024/25-2033/34		
Southwark 2030 Goals - Description of Programme / Project	Revised Budget	Spend to Date	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Decent Homes for All</b>													
Gypsy and Travellers Site Fire Safety Reconfiguration	468	0	468	0	0	0	0	0	0	0	468	468	0
Housing Renewal	2,965	707	2,526	(439)	2,879	2,879	0	20,152	20,591	439	25,996	25,996	0
<b>Total Decent Homes for All</b>	<b>3,433</b>	<b>707</b>	<b>2,994</b>	<b>(439)</b>	<b>2,879</b>	<b>2,879</b>	<b>0</b>	<b>20,152</b>	<b>20,591</b>	<b>439</b>	<b>26,464</b>	<b>26,464</b>	<b>0</b>
<b>A Good Start in Life</b>													
Youth Services	891	49	591	(300)	550	850	300	0	0	0	1,441	1,441	0
Primary Schools Refurbishment Programme	0	0	0	0	2,609	2,609	0	0	0	0	2,609	2,609	0
Primary Schools Refurbishment Programme Pre 24/25	1,476	198	1,476	(0)	0	0	0	0	0	0	1,476	1,476	(0)
Primary Schools Refurbishment Programme Contingency Pre 24/25	844	0	844	0	0	0	0	0	0	0	844	844	0
Primary Schools Refurbishment Programme 24/25	4,815	731	3,638	(1,177)	0	1,177	1,177	0	0	0	4,815	4,815	0
Beormund Primary School Redevelopment	17,475	383	17,475	0	367	367	0	0	0	0	17,842	17,842	0
Ilderton Primary - Air Quality Improvements	1	0	1	0	0	0	0	0	0	(0)	1	1	(0)
Permanent Expansion	11,345	5,925	11,345	0	695	695	0	0	0	0	12,041	12,041	0
Riverside Primary School	6,213	1,894	6,213	(0)	154	154	0	28	28	0	6,394	6,394	(0)
Rotherhithe Primary School Expansion	640	220	640	0	0	0	0	0	0	0	640	640	0
SEND and Disabilities Development	11,172	75	11,172	(0)	3,159	3,159	0	2,500	2,500	0	16,832	16,832	(0)
Southwark Inclusive Learning Service KS4	3,200	0	3,200	0	0	0	0	0	0	0	3,200	3,200	0
Childrens Homes	2,238	196	2,238	(0)	30	30	0	0	0	0	2,268	2,268	(0)
School Retention	177	0	177	0	0	0	0	0	0	0	177	177	0
Southwark Schools for the Future	365	0	365	0	0	0	0	0	0	0	365	365	0
<b>Total A Good Start in Life</b>	<b>60,852</b>	<b>9,670</b>	<b>59,375</b>	<b>(1,477)</b>	<b>7,565</b>	<b>9,042</b>	<b>1,477</b>	<b>2,528</b>	<b>2,528</b>	<b>(0)</b>	<b>70,945</b>	<b>70,945</b>	<b>(0)</b>
<b>A Safer Southwark</b>													
Southwark School Streets	450	73	450	0	311	311	0	561	561	0	1,323	1,323	0
CIL 2021- Highways	441	74	288	(153)	172	325	153	0	0	0	613	613	0
StreetCare	10,261	3,702	9,911	(350)	6,709	6,709	0	17,362	17,712	350	34,332	34,332	(0)
CCTV Cameras	1,000	113	1,000	0	1,250	1,250	0	750	750	0	3,000	3,000	0
<b>Total A Safer Southwark</b>	<b>12,152</b>	<b>3,962</b>	<b>11,649</b>	<b>(503)</b>	<b>8,443</b>	<b>8,596</b>	<b>153</b>	<b>18,674</b>	<b>19,023</b>	<b>350</b>	<b>39,268</b>	<b>39,268</b>	<b>(0)</b>
<b>A Strong &amp; Fair Economy</b>													
LIP Programme	2,686	1,428	2,419	(267)	210	477	267	0	0	0	2,896	2,896	0
Street Market	160	0	160	0	40	40	0	0	0	0	200	200	0
Culture	118	14	224	107	127	127	0	267	160	(107)	512	512	0
South Dock Marina	1,400	260	1,099	(301)	6,365	6,666	301	575	575	0	8,341	8,341	0
Planning	1,500	465	1,444	(56)	1,454	1,509	56	0	0	0	2,953	2,953	0
Walworth Town Hall	1,058	0	1,058	0	0	0	0	0	0	0	1,058	1,058	0
Revitalising the Blue	839	79	839	0	1,572	1,572	0	0	0	0	2,411	2,411	0
Riverside Walk	0	0	0	0	50	50	0	1,409	1,409	0	1,459	1,459	0
Regeneration North	2,595	743	2,285	(310)	4,592	4,903	310	379	379	0	7,567	7,567	0
Revitalising Camberwell	0	0	0	0	328	328	0	0	0	0	328	328	0
Peckham Rye Station Redevelopment	1,584	(792)	1,544	(40)	6,790	7,365	575	2,638	2,103	(535)	11,012	11,012	0
The Old Vic	1,500	1,754	1,500	0	2,236	2,236	0	0	0	0	3,736	3,736	0
Regeneration South	6,099	1,359	6,124	25	2,829	2,804	(25)	0	0	0	8,928	8,928	0
21-23 Parkhouse Street	0	0	0	0	670	670	0	2,291	2,291	0	2,961	2,961	0
Peckham Library Square	2,238	127	2,238	0	4,435	4,435	0	0	0	0	6,673	6,673	0
Regeneration Capital	559	130	654	95	4,838	1,743	(3,095)	112	3,112	3,000	5,510	5,510	0
Strategic Acquisitions	202	1	202	0	0	0	0	0	0	0	202	202	0
Property Services	6,071	345	6,071	0	2,037	2,037	0	3,600	3,600	0	11,709	11,709	0

Elephant & Castle Regeneration	4,800	0	4,800	0	2,008	2,008	0	4,008	4,008	0	10,816	10,816	0
Public Switched Telephone Network (PSTN) Digitalisation	253	268	253	0	969	969	0	0	0	0	1,222	1,222	0
Digital Strategy	5,164	1,291	3,714	(1,450)	4,140	3,098	(1,042)	8,696	11,188	2,492	18,000	18,000	0
<b>Total A Strong &amp; Fair Economy</b>	<b>38,826</b>	<b>7,471</b>	<b>36,630</b>	<b>(2,197)</b>	<b>45,692</b>	<b>43,038</b>	<b>(2,654)</b>	<b>23,975</b>	<b>28,825</b>	<b>4,850</b>	<b>108,493</b>	<b>108,493</b>	<b>0</b>
<b>Staying Well</b>													
Drinking Water Fountains throughout Southwark	0	7	8	8	0	0	0	200	192	(8)	200	200	0
Leisure	5,283	1,045	4,436	(847)	3,300	4,147	847	5,000	5,000	0	13,583	13,583	0
Canada Water Leisure Centre	225	52	225	0	0	0	0	0	0	0	225	225	0
Lifecycle Capital Prog- Anchor Homes	1,309	419	1,309	0	1,618	1,618	0	2,877	2,877	0	5,804	5,804	0
Lifecycle Capital Prog- ASC properties	1,000	57	1,000	0	1,158	1,158	0	3,005	3,005	0	5,164	5,164	0
Mosaic Management Information Development	286	154	286	0	305	305	0	0	0	0	591	591	0
Bed Based Care	1,000	24	1,000	0	894	894	0	0	0	0	1,894	1,894	0
Changing Places Toilet Programme	14	0	14	0	15	15	0	15	15	0	44	44	0
MH Supported Housing Insourc. Transition	17	0	17	0	0	0	0	0	0	0	17	17	0
<b>Total Staying Well</b>	<b>9,134</b>	<b>1,757</b>	<b>8,294</b>	<b>(839)</b>	<b>7,290</b>	<b>8,137</b>	<b>847</b>	<b>11,097</b>	<b>11,089</b>	<b>(8)</b>	<b>27,520</b>	<b>27,520</b>	<b>0</b>
<b>A Healthy Environment</b>													
CIL 2021- CGS	54	14	54	0	20	20	0	0	0	0	74	74	0
Cleaner Greener Safer	1,884	849	1,884	0	2,916	2,916	0	8,367	8,367	0	13,167	13,167	0
Cycle Superhighway 4 Project	0	0	0	0	150	150	0	2,748	2,748	0	2,898	2,898	0
Other PR Projects	3,852	396	3,630	(221)	3,282	3,403	121	473	573	100	7,607	7,607	0
Street Lighting	2,079	0	1,879	(200)	700	700	0	700	900	200	3,479	3,479	0
Air Quality	765	375	932	167	563	655	92	359	100	(259)	1,687	1,687	0
Air Quality Action Plan & Climate Emergency Delivery Projects	318	19	318	0	193	193	0	432	432	0	943	943	0
Climate Emergency	3,159	181	3,398	239	2,288	2,179	(109)	14,083	13,954	(130)	19,530	19,530	0
Carbon Reduction Investment	0	0	0	0	1,331	1,331	0	0	0	0	1,331	1,331	0
Cemetery Burial Strategy	6	0	6	0	3	3	0	115	115	0	123	123	0
Food Waste Collection	1,316	0	1,316	0	0	0	0	0	0	0	1,316	1,316	0
Tree Planting	1,173	399	1,150	(23)	1,927	1,950	23	1,623	1,623	0	4,723	4,723	(0)
CIL 2021- Parks	150	12	100	(50)	750	750	0	246	296	50	1,146	1,146	0
Parks	8,495	2,296	7,170	(1,325)	11,762	11,314	(447)	8,468	10,240	1,772	28,725	28,725	0
<b>Total A Healthy Environment</b>	<b>23,250</b>	<b>4,541</b>	<b>21,837</b>	<b>(1,413)</b>	<b>25,884</b>	<b>25,563</b>	<b>(321)</b>	<b>37,615</b>	<b>39,348</b>	<b>1,734</b>	<b>86,749</b>	<b>86,749</b>	<b>(0)</b>
<b>Corporate Projects</b>													
Laptop Refresh	4,798	1,537	6,036	1,239	5,618	6,431	814	8,296	6,244	(2,052)	18,712	18,712	0
PPM & Compliance Programme (CRP)	400	255	400	0	400	400	0	16,093	16,093	0	16,893	16,893	0
Operational Buildings Life Cycle Investment	7,257	862	5,277	(1,981)	6,705	13,336	6,632	26,338	21,687	(4,651)	40,300	40,300	0
<b>Total Corporate Projects</b>	<b>12,455</b>	<b>2,653</b>	<b>11,713</b>	<b>(742)</b>	<b>12,722</b>	<b>20,168</b>	<b>7,445</b>	<b>50,727</b>	<b>44,024</b>	<b>(6,703)</b>	<b>75,904</b>	<b>75,904</b>	<b>0</b>
<b>Capital Programme 2024/25-2033/34</b>	<b>Total General Fund Programme</b>												
	<b>2024/25</b>				<b>2025/26</b>			<b>2026/27- 2033/34</b>			<b>Total Programme 2024/25-2033/34</b>		
	<b>Revised Budget</b>	<b>Spend to date</b>	<b>Forecast</b>	<b>Variance</b>	<b>Revised Budget</b>	<b>Forecast</b>	<b>Variance</b>	<b>Revised Budget</b>	<b>Forecast</b>	<b>Variance</b>	<b>Revised Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£'000</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Total Expenditure</b>	<b>160,101</b>	<b>30,761</b>	<b>152,492</b>	<b>(7,609)</b>	<b>110,475</b>	<b>117,423</b>	<b>6,947</b>	<b>164,766</b>	<b>165,428</b>	<b>662</b>	<b>435,343</b>	<b>435,343</b>	<b>0</b>
<b>Total Resources</b>	<b>56,767</b>	<b>0</b>	<b>54,476</b>	<b>(2,291)</b>	<b>27,583</b>	<b>29,498</b>	<b>1,915</b>	<b>37,716</b>	<b>38,092</b>	<b>376</b>	<b>122,066</b>	<b>122,066</b>	<b>0</b>
<b>Forecast Variation (under)/over.</b>	<b>103,334</b>	<b>30,761</b>	<b>98,016</b>	<b>(5,318)</b>	<b>82,892</b>	<b>87,925</b>	<b>5,032</b>	<b>127,050</b>	<b>127,336</b>	<b>286</b>	<b>313,277</b>	<b>313,277</b>	<b>0</b>
<b>Cumulative position</b>					<b>186,227</b>	<b>185,941</b>	<b>(286)</b>	<b>313,277</b>	<b>313,277</b>	<b>0</b>	<b>313,277</b>	<b>313,277</b>	<b>0</b>

## DEPARTMENTAL NARRATIVES

## APPENDIX B

## ENVIRONMENT SUSTAINABILITY &amp; LEISURE

1. The total value of the capital programme for the department is currently £153.2m for the 10-year programme. The projected 2024-25 outturn is £42.4m against the revised budget of £45.9m (after allowing for reprofiling of budgets due to slippage in this year's programme).
2. The Department has setup a capital programme review board to strengthen the focus on capital projects, their delivery and to help unblock any bottlenecks that may be preventing delivery to plan. The second meeting took place in October 2024 and focused on performance for the first half of the year to enable appropriate revisions for month 8 monitoring.
3. Table 1 below summaries the 2024-25 financial position by key schemes and responsible division:

Table 1

	2024/25						
	Agreed Budget	Budget Virements	Budget Variations	Revised Budget	Spend	Forecast	Variance
	£	£	£	£	£	£	£
Leisure	5,282,721	0	0	5,282,721	1,044,852	4,435,721	(847,000)
South Dock Marina	1,400,000	0	0	1,400,000	260,116	1,099,460	(300,540)
Parks - Programme and Projects	5,469,421	0	30,000	5,499,421	1,631,155	4,442,678	(1,056,743)
Parks - Others	4,314,471	0	10,000	4,324,471	1,093,927	3,991,162	(333,309)
Culture	878,471	0	130,000	1,008,471	62,469	814,971	(193,500)
<b>TOTAL - Leisure &amp; Culture</b>	<b>17,345,084</b>	<b>0</b>	<b>170,000</b>	<b>17,515,084</b>	<b>4,092,519</b>	<b>14,783,992</b>	<b>(2,731,092)</b>
Climate Change and Sustainability	3,158,650	0	0	3,158,650	181,031	3,397,512	238,862
<b>TOTAL - Climate Change and Susta</b>	<b>3,158,650</b>	<b>0</b>	<b>0</b>	<b>3,158,650</b>	<b>181,031</b>	<b>3,397,512</b>	<b>238,862</b>
Street Lighting	2,079,100	0	0	2,079,100	0	1,879,100	(200,000)
Regulatory Services	1,082,979	0	0	1,082,979	416,362	1,250,299	167,320
StreetCare	7,584,429	0	2,676,195	10,260,624	3,701,904	9,910,829	(349,795)
Other PR Projects	4,681,630	0	61,101	4,742,731	547,508	4,368,357	(374,374)
LIP PROGRAMME	2,686,328	0	0	2,686,328	1,427,761	2,419,328	(267,000)
Cleaner Greener Safer	1,934,138	0	3,610	1,937,748	870,105	1,937,748	0
Street Market	60,000	0	100,000	160,000	0	160,000	0
Stronger Neighbourhoods	1,000,000	0	0	1,000,000	112,699	1,000,000	0
Waste & Cleaning	1,315,889	0	0	1,315,889	0	1,315,889	0
<b>TOTAL - Environment</b>	<b>22,424,492</b>	<b>0</b>	<b>2,840,906</b>	<b>25,265,398</b>	<b>7,076,339</b>	<b>24,241,550</b>	<b>(1,023,849)</b>
<b>TOTAL</b>	<b>42,928,226</b>	<b>0</b>	<b>3,010,906</b>	<b>45,939,132</b>	<b>11,349,889</b>	<b>42,423,053</b>	<b>(3,516,079)</b>

The financial overview and progress of some of the major programmes by Division are detailed below

## Climate Change &amp; Sustainability Division

4. The projected 2024-25 outturn is £3.2m against the revised budget of £3.1m mainly due to reprofiling existing budgets to ensure a realistic target is set for the year.
5. Cabinet agreed an additional £25m capital budget to enable the council to do more, faster, to reduce carbon emissions. £23m has been allocated to strategic



project areas that meet our carbon reduction ambition as set out in the council's climate action plan, with £5.65m spent as at the end of the last financial year. The remaining funding will be allocated to project areas by Councillor Batteson at Council Assembly in November 2024.

6. The following schemes are expected to be completed this year:

- Crampton school heat pump retrofit. £1m
- LED replacement – Street lighting & Parks. £0.9m
- Cycle Hanger programme. £0.5m
- Dulwich village junction. £0.25m
- Leisure centre retrofit. £0.35m
- Library site heat pump & LED lighting retrofit. £0.25m
- Social care centres window replacement programmes. £0.2m

### **Leisure Division**

7. The projected 2024-25 outturn is £14.8m against the revised budget of £17.5m.

#### *Parks, Leisure Centres. Youth and Play*

8. The programme includes 34 individual projects. The most significant expenditure in the programme this year will be in respect of the following projects:

- South Dock Marina Boatyard Essential H&S works - construction works (£1.1m). Planning consent is now expected in January 2025, following delays associated with additional requirements linked to the planning application, so this will impact on the scale of what can be delivered this year.
- Burgess Park Sports Pavilion and Pitches - completion of pavilion construction, ancillary landscaping and basketball court (£1.8m)
- Borough wide tree planting programme - £1.15m (Nov 24 – Mar 25)
- Peter Hills Footbridge replacement - £650k
- Parks Footpaths repair & Replacement - £250k
- South Dock Marina Boatyard Crane – supply and installation - £300k
- Adventure Playgrounds – construction at 3 sites (£1.5m)
- Active Southwark Community Investment Fund – 3rd 4th and 5th round grants awarded and projects delivered (£755k)

9. There are also 11 individual projects, covering lifecycle maintenance and significant improvement works at various Leisure Centres. The programme includes roof repairs and glass replacement at Dulwich Leisure Centre, roof repairs at Camberwell Leisure Centre, replacement of training boats at Surrey Docks Fitness & Watersport Centre, structural repairs to Dulwich Leisure Centre Fitness Room and electrical works at Dulwich and Camberwell Leisure Centre. Each Leisure centre is receiving a major upgrade to the gym facilities, bringing

high-quality, modern equipment to all sites. Alongside these exciting refurbishment programmes, we have commenced the process of fitting out the brand-new Canada Water Leisure centre with state-of-the-art facilities and equipment, ahead of the opening of the new centre in 2025.

- Leisure centre lifecycle maintenance – £246k
- Camberwell Roof lantern – £150k
- Canada Water Leisure Centre – £1.04m
- Leisure Centre Gym replacements – £1.6m
- Leisure Centre remedial repairs and improvements – £500k
- Leisure Centres digital transformation – £200k

10. Included within the Youth and Play Service capital budget (Youth New Deal) is approximately £590k remaining for planned capital works, including significant improvements to the Brandon Youth Centre. Public consultation on the designs of a new entrance and significant improvements to the facilities is underway, with work commencing in the early new year.

### *Libraries and Culture*

11. The libraries capital programme includes IT innovation projects, building improvements and costs associated with new library projects and library refurbishments. The budget for 2024/25 is being used to fund the Dulwich library refurbishment project. Project is due to start in Q4 of 2024-25.

### **Environment Division**

12. The projected 2024-25 outturn is £24.2m against the revised and reprofiled budget of £25.2m.

### *Cleaner Greener Safer, (Including air quality projects)*

13. The Cleaner Greener Safer 2024-25 programmes spend, and completion targets were agreed at the start of the year: 200 projects have been committed at an estimated cost of £1.94 million. These include the refurbishment of rotten planting beds at Cossal Estate, the removal of graffiti on a building on Alpha Street and protecting it with anti-graffiti coating, building a new playground for under 5s in Peckham Park Rye and installing secure bicycle parking at Rockingham estate. Progression against targets is going well. Targets will be reviewed in the autumn and revised if needed.

### *The Mayor's Air Quality Fund (MAQF)*

14. A new project has commenced using money from MAQF working with schools to raising awareness of asthma, enhance the health and educational experience of students, particularly those with asthma, by monitoring air quality and promoting awareness and behavioural change. The project will monitor indoor air quality in classrooms and in pupil's homes by collecting real-time pollution data in these environments. Currently the council is completing the

necessary procurement to support the delivery of the project and undertaking various promotional activities to increase participation in the project. Signing up of participating schools and pupils will take place during the period September to November 2024.

15. Earlier projects funded through the MAQF have now been completed, including the Walworth Low Emission Neighbourhood (LEN). Bookable permit holder only loading bays are being trialled on Walworth Road to reduce parking stress for loading and unloading commercial vehicles and to improve air quality.

### *Streets and Highways*

16. The Non-Principal Road (NPR) programme, delivering major resurfacing of footways and carriageways is on target. November and December will see an increase in spend as the carriageway resurfacing programme will be underway, leading to faster expenditure, due to the nature of the work. Spend will then flatten off again towards the end of the year as the carriageway programme ends but work continues more steadily on the footway programme.
17. School Streets Programme - It is hoped that schemes will commence towards the end of the financial year but this will be dependent on legal issues concerning loading and unloading restrictions being addressed.
18. Cox's Walk footbridge major repair works commenced in February 2023 and is expected to be completed at the end of November 2024. The projected cost increased significantly due to inflation and the severe deterioration of the abutments and labour-intensive works to avoid the tree roots. An additional capital growth bid was agreed for the funding required to complete the works.
19. The cycle hangars programme has started well, with 25 delivered to date and a further 37 planned for installation during November / December. Informal consultation has been carried out on 41 more locations that will form many of the remaining installations for the year.

## CHILDREN AND ADULTS SERVICES

1. The total value of the department capital programme for the 10-year period, 2024-25 to 2034-35 is £83m.

### Adult Social Care

2. The capital programme value for the period 2024-25 to 2034-35 is £13.5m. The main projects are: £5.8m for an essential lifecycle capital programme for the four residential care homes; £5.2m in respect of a programme of improvements to existing care settings; and £1.9m allocated towards new bed-based care within the borough through the provision of a new nursing home.
3. The Adult Social Care Capital Board has identified a number of priorities for 2024-25 and beyond, in order to meet current and future needs of vulnerable adults in the borough. Accessibility is the key to improving the lives of those with disabilities and their carers. Projects such as the council's contribution to the provision of new Changing Places Toilets and the insourcing of three hostels have been undertaken to deliver improved services to all.
4. The Adult Social Care service continues to invest in its property portfolio to ensure buildings provide a safe and secure environment for staff and users. A proactive strategy of replacing building assets as they reach the end of their lifecycle and investing in low carbon/sustainable technology results in fewer breakdowns, lower maintenance and operating costs and helps the council meet its low carbon commitment.
5. The capital programme also includes an estimated £0.6m to enhance the council's social care IT systems to develop business intelligence that will drive savings, enhance management information and result in improved outcomes for our service users.
6. The council owns a range of properties that are used by Adult Social Care for residential and nursing care for older people and supported living accommodation for mental health and learning disabilities service users. The lifecycle work on these properties, including four residential/nursing homes for the elderly, consists of a five-year programme to March 2029 to upgrade and maintain the buildings fabric and the mechanical and electrical infrastructure. The work also includes a number of projects that will make the buildings more energy efficient and help the council meet its low carbon target. These projects include LED lighting, installing air source heat pumps (ASHP), new double glazed windows and solar panels.
7. The four residential/nursing homes programme reflects the responsibilities agreed with the new care provider Agincare who are taking over the redecoration of residents' en-suite rooms. The programme consists of various projects of life cycle works such as lifts, replacement lighting, fire alarms, window replacements and pipework. Connection of heating system to

the SELCHP district heating network at Bluegrove and Waterside is being investigated with a planned tender later in the year and completion by 2025.

8. The planned lifecycle work on ASC Supported Living accommodation is ongoing. Following refurbishment at Grosvenor Terrace, contractors have been instructed to proceed with windows replacement. Redecorations at Crebor Street have been carried out at one of the upstairs flat while assessing requirements for the rest of the property, and roof repairs at Southwark Resource Centre are in progress. Significant works to the heating and cooling system at Riverside/Cherry Garden have been put on hold due to the longer-term decisions that are to be made on the future of the building.
9. The Corporate Facilities Management team are in the process of carrying out condition surveys to identify the feasibility, cost/benefit return and prioritisation of further low carbon schemes. This will be done with a view to reviewing the projects included in the latter part of the five-year programme, producing an updated programme for 2026-30 and obtaining authorisation to proceed with the next tranche of works in 2026-28.

### **Children's Services and Southwark Schools Capital Programme**

10. The Children's Services capital programme forecast for 2024-25 to 2034-35 is £69.5m. This consists of £9.7m for the schools refurbishment programme and £16.8m for special education needs and disabilities capital strategy. It also includes certain specific projects such as £12m for Charter School and other permanent expansion retention costs, £17.8m for Beormund Special School and £6.3m for Riverside Primary School, £0.6m for Rotherhithe Primary School, as well as £2.2m for the development of the two children's homes.
11. The overall programme is focussed on rightsizing provision, ensuring estate remains fit for purpose. In addition, a key priority is to ensure there is sufficient high needs provision in the borough to meet future need. Rising construction prices affect the capital programme by increasing demands on existing resources. Material costs are beginning to stabilise, but the shortage of labour is now the biggest concern for contractors with wage inflation outstripping the general marketplace.
12. There is some excess capacity in the primary sector (albeit spread unequally across the borough) because of falling rolls caused by a reduced birth rate and a change in the population demographics. The government has set an aspiration to see more of these spaces adapted to provide the expanded child care offer, and there is a dual pressure to increase the availability of targeted special educational needs spaces within our mainstream schools to increase inclusion of these children in mainstream settings, with lower pupil ratios and specialist resources. Opportunities are being explored to maximise the use of existing assets for these and other purposes to ensure the best outcomes for children, continued viability of schools and the efficient use of the council's resources. These proposals may be subject to future

capital bids. There is also pressure to develop more standalone special needs provision to ensure capacity meets the future need for our pupils, which is a national issue for all education authorities.

13. Furthermore, another key priority of the programme is to ensure that any new school buildings are energy efficient in line with the council's target to become carbon neutral by 2030. To address this, all current new school buildings have to meet a BREEAM 'excellent' standard, which means they are disconnected from the gas network. Changes in the Planning process also require higher levels of 'biodiversity' to be provided and this can be difficult in school environments on tight inner-city sites and may require more expensive systems (such as green roofs) to meet these target areas.
14. Projects are in process at present for the development of two new children's homes. The main construction works on the first home are complete, with the service organising for OFSTED approvals. For the second, the main contract is about to be awarded and start on site at the end of November 2024. Completion will be in June/July 2025 and will open as a care home for children in late Summer/Autumn 2025.

### **Primary Provision**

15. The Primary School refurbishment programme delivers an annual programme of planned refurbishment works alongside emergency reactive works where necessary. Under this programme, the decarbonisation strategy for the school estate will be developed to plan for the move away from using fossil fuels in the heating of schools. This programme also includes work to improve the air quality around schools utilising GLA grant funding for this. This programme is funded from the School Condition Allocation grant, and it is calculated based on pupil numbers therefore the yearly allocation has been reducing in line with falling rolls. Funding of £1.115m has been secured from the Climate Capital Fund to fund works at two schools and £0.3m for Air Quality projects is being funded from the Environmental Protection Team. New funding bids are being submitted to the Public Sector Funding Scheme administered by Salix Finance to decarbonise three further schools.
16. At Riverside Primary School a defective early year's classrooms and a new dining space are being built alongside this a new safe entrance into the school is also being provided. Contractors are almost complete with phase 1 of the scheme, which includes the new classrooms and the dining hall. This contract commenced in the October 2023 half term. Expected completion date for phase 1 of this project is autumn 2024. Phase 2 will cover the new entrance works into the main school building and this contract has been awarded to the Phase 1 contractor. Work will start on this phase as soon the existing dining room is vacated into the new dining hall.

### **Secondary Provision**

17. The Charter School East Dulwich is being expanded to address a shortfall in spaces in the local area. The project is in its second stage, with the

demolition of the former buildings already completed and construction of a new hall, renovation of the original 'Chateau' building and new play landscaping underway. This work also includes the additional resource base for 20 SEN pupils. The original completion date for the project has been delayed due to the main works contractor withdrawing from the contract. Therefore, new procurement arrangements had to be undertaken. Construction work commenced in December 2023 and the new facilities are expected to be available to the school in February /March 2025.

### **Special Education Needs provision**

18. In order to address a growth in the number of pupils with Education Health and Care Plans (EHCPs), options are being explored to redefine the local offer of special education provision from the early years to post-19 in Southwark. This is being done to increase the cost effectiveness of provision and reduce the incidence of pupils being educated out of borough or in high cost independent schools, which do not necessarily provide the best outcomes.
19. Beormund School is being expanded and relocated to Peckham. The new site will provide a purpose-built facility and support modern teaching techniques and learning for the Beormund SEMH School. It will also increase the school capacity to 56 pupils. The contract for the Pre-Construction Services Agreement is still on going and won't compete until December 2024. The award of the main contract is after the PCSA is complete and this is currently December/January of this year with works starting in February/March 2025. The anticipated completion for the project is Autumn/Winter 2026.
20. All recently closed community maintained school sites are earmarked for redevelopment into special needs provision, including the expansion of existing special schools into new satellite sites. Capital plans are being developed to inform these proposals.

## **HOUSING – GENERAL FUND CAPITAL**

1. The Housing General Fund capital programme is forecast to spend approximately £26.5m over the period to 2033-34, comprising housing renewal schemes (£26m) and residual works on travellers' sites (£0.5m).

### **Asset Management - Housing Renewal**

2. The aim of the housing renewal programme is to support vulnerable people in living independently in private sector accommodation through assistance with repairs, improvements and adaptations to their homes. It also aims to provide support to private landlords and property owners in bringing empty properties back into use. This support is provided through the provision of grants and loans and is largely funded through the Disabled Facilities Grant (DFG) and the council's own resources. The DFG service has been successful in increasing the delivery of major adaptations. Demand remains high, averaging eight referrals per month.
3. The Empty Homes service was successful in bringing 43 empty homes back into use during 2023-24, with promotional campaigns continuing to run. Cabinet approved additional resources of £2m specifically for the compulsory purchase of empty homes, and to date, eight properties have been identified for acquisition. Officers are attempting to make contact with the property owners to bring the properties back into use.

### **Resident Services - Traveller Sites**

4. A comprehensive programme of reconfiguration and improvement works to address health and safety and compliance issues (principally fire safety) has already been undertaken and further investment in sites is planned.



## RESOURCES

1. The total value of the finance capital programme for the ten years to 2033-34 is £38m.

### Technology and Digital Services (TDS)

2. TDS supports and manages investment in the Council's IT infrastructure to improve the online experiences of residents and enable them to access our services efficiently. This investment is crucial for enhancing public services across communities and helping the Council become one of the best-connected and digital boroughs in London.
3. The former IT Investment and Smart Working programmes have concluded, and two new programmes have been approved: the Laptop Refresh programme with a budget of £18.5m and the Digital Strategy with £18m allocated for future initiatives.
4. The Laptop Refresh programme will focus on replacing older devices for employees, ensuring they have the necessary tools to work effectively with investment of £5.6m planned equally across 2024-25 and 2025-26.
5. Investment in network and infrastructure will concentrate on upgrading networking technology across the wider operational estate and improving workplace collaboration through enhanced meeting spaces. The current overall programme spend is £3.1m with £1.4m of investment in this year.
6. The cloud migration programme includes the review and completion of the data centre migration, embracing cloud computing to support the Council in becoming a data-led organisation. Spend in 2024-25 is forecast at £1.2m
7. Additionally, the Microsoft 365 migrations at an estimated cost of £0.7m will involve moving data to OneDrive and SharePoint, enhancing collaboration and data accessibility for employees.
8. In addition to the specific schemes mentioned, there are a number of smaller projects which, together with the cost of resourcing delivery, make up the balance of this year's programme.

### *Public Switched Telephone Network (PSTN)*

9. In November 2017, BT Openreach announced they would be switching off the Public Switched Telephone Network (PSTN) in December 2025. The PSTN allows the delivery of "analogue" telecommunications services via copper lines and is being switched off to be replaced with Voice over Internet Protocol (VoIP) services delivered over a fibre network. Switching off the PSTN and moving to VoIP is also called the digital switchover.

10. There are a number of technologies that are dependent on PSTN wiring and need to be upgraded to deal with this change. For the Council, this includes our lift infrastructure and SMART monitor systems. The initial general fund programme budget of £3.59m was approved to enable works relating to Telecare (SMART), Council offices, Schools & Nurseries and Highways and CCTV.
11. The aim of the programme was to manage all commercial and residential services that will be affected by the Public Switched Telephone Network (PSTN) switch off that is due to be completed by December 2025. This involves overseeing the migration, replacement and implementation of new technologies to limit the effect of this decision upon the residents, services provided and officers within Southwark.
12. The strategy to deliver the equipment upgrade necessary for residents who are receiving the Telecare (SMART) service has been revised. Further consideration of the options available mean that the initial upfront cost can now be spread across a number of years, alleviating the need to directly call on the PSTN capital programme budget. As such, Cabinet were asked to approve a variation to the overall PSTN budget to remove the £2m set aside for Telecare. This variation was approved at Month 4 by Cabinet in October 2024 reducing the programme budget to £1.59m.
13. Spend on PSTN for 2024-25 remains broadly on target to that previously reported to Cabinet at £257k, a figure that is now expected to conclude the programme. This will be monitored in 2025-26 and Cabinet asked to approve a variation to the programme budget as necessary.

## Planning and Growth

14. The total value of the capital programme for the department is currently £77.5m for the 10-year programme. The projected 2024-25 outturn is £28.9m against the revised budget of £29.2m (after allowing for reprofiling of budgets due to slippage in this year's programme).
15. Table 1 below summaries the 2024/25 financial position by key schemes and responsible division:

**Table 1**

	2024/25						
Teams	Agreed Budget	Budget Virements	Budget Variations	Revised Budget	Spend	Forecast	Variance
	£	£	£	£	£	£	£
Planning	1,387,675	120,971	25,000	1,533,646	487,787	1,478,128	(55,518)
Sustainable Growth - North	4,353,094	0	330,000	4,683,094	859,715	4,373,000	(310,094)
Sustainable Growth - South	11,542,171	(120,971)	0	11,421,200	2,438,739	11,406,200	(15,000)
Sustainable Growth - Capital Projects	559,438	0	0	559,438	130,101	654,438	95,000
Property Services	6,272,785	0	0	6,272,785	346,009	6,272,785	0
E&C REFCUS(Regen North)	4,800,000	0	0	4,800,000	0	4,800,000	0
<b>TOTAL - Planning &amp; Growth</b>	<b>28,915,163</b>	<b>0</b>	<b>355,000</b>	<b>29,270,163</b>	<b>4,262,351</b>	<b>28,984,551</b>	<b>(285,612)</b>

The progress of some of the major programmes by Division are detailed below: -

### Peckham Rye Station development

16. Phase 2 tender documents are being finalised, for the works to demolish the buildings in front of the station to form the new civic square, with a start on site anticipated for Spring 2025. This scheme will be further complemented by a planned major upgrade to Peckham Rye station. This will deliver a fully accessible station, subject to Department for Transport (DfT) funding. As part of the Station scheme the council is investing £1m of Strategic Community Infrastructure Levy funding.

### Aylesbury Plot 18

17. This council flagship scheme in Walworth, will provide new community facilities including a new library, a GP health centre including community health and early year's facilities surrounding a new public square. Una Marson Library completed in autumn 2023 and it is anticipated that the Harold Moody Health Centre will be completed by the end of the year.

## **GOVERNANCE AND ASSURANCE**

### **Asset Management - Corporate Facilities Management (CFM)**

1. The CFM capital programme continues to focus on Lifecycle works where the priorities are maintenance of the fabric of operational buildings, meeting sustainability targets through upgrading heating and lighting systems; including the installation of air sourced heat pumps and LED lights. However there has been a strategic shift in focus towards workplace projects. A number of these projects are currently in the planning and feasibility stage and mainly scheduled to be delivered in the next financial year. This shift is aimed at enhancing our workplace environment and improving overall operational efficiency.
2. There is also a separate Compliance programme where CFM supports the council in meeting its statutory responsibilities through a comprehensive inspection and assessment regime. The investment ensures operational buildings are compliant with building standards and health & safety rules and regulations and helps to provide environments that support the wellbeing of both staff and service users.
3. The 2024-25 forecast of £5.3m at Month 7 is reduced from the previous forecast of £7.3m. The mixture of planned investment, changing strategies and allowance for contingency for individual project spend variances and / or activity that is unknown going into the year, means that the actual spend in any one year does fluctuate.
4. The compliance forecast remains unchanged at £0.4m.
5. In addition to investment directly funded by CFM, the service continues to deliver a number of other projects on behalf of departments.

		Appendix C1 Housing Investment Programme											
Programme	Programme Area	Scheme	Previous Years Spend	Spend at Month 07	Forecast						2024/25-3033/34 Total Forecast		
					2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast			
Asset Management	Investment	Major works	305,130,187	7,540,496	24,427,725	14,056,270	30,068,694	51,355,294	40,571,533	142,695,459	303,174,976		
		District Heating	17,134,907	211,202	1,531,612	4,399,162	5,608,365	1,986,834	241,076	-	13,767,049		
		Fire/Building Safety	2,145,310	66,138	76,148	-	-	6,000,000	7,291,119	-	13,367,267		
		Security	832,243	87	87	-	-	-	-	-	87		
			325,242,647	7,817,923	26,035,572	18,455,432	35,677,059	59,342,128	48,103,728	142,695,459	330,309,379		
	Engineering	Adaptations	-	-	192,700	192,700	192,700	-	-	-	578,100		
		Asbestos	1,304,266	127,860	1,895,734	1,600,000	1,600,000	1,600,000	1,600,000	6,400,000	14,695,734		
		Boiler replacements	24,130,361	673,869	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	16,000,000	36,000,000		
		District Heating	30,953,148	1,968,968	4,296,072	11,275,177	12,348,651	15,742,428	1,600,000	6,400,000	51,662,328		
		Electrical	15,603,717	5,011,357	14,315,916	36,200,746	19,983,900	4,600,000	4,600,000	4,600,000	84,300,562		
		FRA Tasks	5,159,442	111,347	114,282	-	-	-	-	-	114,282		
		Fire Safety	-	95,607	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	26,000,000		
		Lifts	5,875,784	7,380	2,064,676	3,200,000	5,200,000	1,900,000	1,500,000	6,300,000	20,164,676		
		Ventilation	2,029,109	62,285	750,000	350,000	400,000	400,000	400,000	1,300,000	3,600,000		
		Water tanks	629,968	4,149	1,020,032	750,000	500,000	500,000	500,000	2,000,000	5,270,032		
		Data systems improvements	-	-	-	-	-	-	-	-	-		
		Security	267,094	-	328,822	500,000	500,000	500,000	500,000	2,000,000	4,328,822		
		Ladders	-	-	-	130,000	1,300,000	1,188,750	1,160,000	1,120,000	4,898,750		
					85,952,889	8,062,822	30,978,234	61,198,623	49,025,251	33,431,178	18,860,000	58,120,000	251,613,286
			Repairs	Adaptations	36,402,670	460,610	2,956,400	2,956,400	2,956,400	1,600,000	1,600,000	6,400,000	18,469,200
Communal	2,092,584			555,303	2,500,000	2,800,000	3,550,000	3,550,000	3,550,000	14,200,000	30,150,000		
Emergency structural	-			-	30,000	1,296,750	43,250	-	-	-	1,370,000		
FRA Tasks	8,577,053			5,789,590	9,186,491	4,156,000	1,456,000	1,456,000	1,456,000	5,824,000	23,534,491		
Health & Safety	3,498,039			-	-	-	-	-	-	5,751,436	5,751,436		
Major voids	194,597			-	434,000	100,000	-	-	-	-	534,000		
Major repairs	13,081,123			216,493	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	10,000,000		
Roofing	2,575,395			1,103,821	2,664,000	2,250,000	2,250,000	2,250,000	2,250,000	9,000,000	20,664,000		
Voids	8,922,060			172,547	1,893,063	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	17,893,063		
			75,343,521	8,298,364	20,663,954	16,559,150	13,255,650	11,856,000	11,856,000	54,175,436	128,366,189		
	Building Safety	Fire/Building Safety	7,445,341	972,437	3,385,790	3,300,000	5,800,000	3,100,000	-	-	15,585,790		
		Stock Condition Survey	-	-	150,000	3,800,000	3,000,000	1,000,000	1,000,000	-	8,950,000		
			7,445,341	972,437	3,535,790	7,100,000	8,800,000	4,100,000	1,000,000	-	24,535,790		
		Total Asset Management	493,984,398	25,151,546	81,213,550	103,313,205	106,757,960	108,729,306	79,819,728	254,990,895	734,824,645		
		Financing											
		Major Repairs Reserve		-	44,464,929	46,278,205	47,882,905	46,691,000	46,461,728	75,266,895	307,045,662		
		CERA		-	36,719,000	27,910,000	30,765,000	32,544,000	33,358,000	179,724,000	341,020,000		
		Non RTB receipts		-	-	29,125,000	-	-	-	-	29,125,000		
		RTB receipts		-	-	-	-	-	-	-	-		
		Grants & external contributions		-	29,621	-	-	-	-	-	29,621		
		S106 receipts		-	-	-	-	-	-	-	-		
		Borrowing		-	-	-	28,110,055	29,494,306	-	-	57,604,361		
		Total financing	-	-	81,213,550	103,313,205	106,757,960	108,729,306	79,819,728	254,990,895	734,824,645		
New Build & Acquisitions	Acquisitions	Acquired	148,843,430	-	-	-	-	-	-	-	-		
		Delivered	3,596,146	36,631	372,784.81	-	-	-	-	-	372,785		
		Delivered and in defects	19,460,340	107,953	107,953.00	1,239,999	-	-	-	-	1,347,952		

		Appendix C1 Housing Investment Programme									
Programme	Programme Area	Scheme	Previous Years Spend	Spend at Month 07	Forecast						2024/25-3033/34 Total Forecast
					2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30+ Forecast	
	Total Acquisitions		171,899,916	144,584	480,738	1,239,999	-	-	-	-	1,720,737
	New Build										
		Committed Schemes									
		Delivered	308,200,651	977,548	2,774,705	2,055,147	-	-	-	-	4,829,852
		Delivered and in defects	39,859,178	1,279,794	2,712,028	478,587	-	-	-	-	3,190,615
		On site, in progress and pre construction	498,200,453	71,895,324	159,471,038	87,929,110	74,457,358	62,758,941	63,447,417	97,308,175	545,372,039
			846,260,282	74,152,666	164,957,772	90,462,843	74,457,358	62,758,941	63,447,417	97,308,175	553,392,506
		Paused Schemes	51,189,843	795,417	2,698,214	118,569	24,952	24,986	24,951	74,889	2,966,560
	Total New Build		897,450,125	74,948,083	167,655,985	90,581,412	74,482,309	62,783,927	63,472,369	97,383,064	556,359,066
	Total New Build & Acquisitions		1,069,350,041	75,092,667	168,136,723	91,821,411	74,482,309	62,783,927	63,472,369	97,383,064	558,079,803
	Financing				-	-	-	-	-	-	-
	Major Repairs Reserve				-	-	-	-	-	-	-
	CERA				-	-	-	-	-	-	-
	Non RTB receipts				14,795,040	1,966,000	5,000,000	4,000,000	-	-	25,761,040
	RTB receipts				4,815,897	7,021,966	11,824,309	-	-	-	23,662,172
	Grants & external contributions				11,483,305	12,574,740	2,638,215	29,398,785	10,741,000	3,796,500	70,632,545
	S106 receipts				11,092,212	10,000,000	10,000,000	10,000,000	10,000,000	18,323,995	69,416,207
	Borrowing				125,950,269	60,258,705	45,019,785	19,385,142	42,731,369	75,262,569	368,607,839
	Total financing		-	-	168,136,723	91,821,411	74,482,309	62,783,927	63,472,369	97,383,064	558,079,803
Other Programmes											
	Home Purchase Scheme		6,032,398	371,343	862,000	-	-	-	-	-	862,000
	Regeneration		36,475,087	12,924	95,292	-	-	-	-	-	95,292
	T&RA Halls		-	-	-	-	-	-	-	-	-
	Marie Curie Acquisitions		2,641,025	310,593	1,630,975	-	-	-	-	-	1,630,975
	Leathermarket JMB consolidation		13,549,465	-	2,961,000	-	-	-	-	-	2,961,000
	Total Other		58,697,975	694,860	5,549,267	-	-	-	-	-	5,549,267
	Financing										
	Major Repairs Reserve			-	1,446,961	-	-	-	-	-	1,446,961
	CERA			-	-	-	-	-	-	-	-
	Non RTB receipts			-	-	-	-	-	-	-	-
	RTB receipts			-	1,141,306	-	-	-	-	-	1,141,306
	Grants & external contributions			-	2,961,000	-	-	-	-	-	2,961,000
	S106 receipts			-	-	-	-	-	-	-	-
	Borrowing			-	-	-	-	-	-	-	-
	Total financing			-	5,549,267	-	-	-	-	-	5,549,267
Total Housing Investment Programme			1,622,032,414	100,939,073	254,899,540	195,134,616	181,240,269	171,513,234	143,292,097	352,373,959	1,298,453,715
Financing-Total Housing	Major Repairs Reserve			-	45,911,890	46,278,205	47,882,905	46,691,000	46,461,728	75,266,895	308,492,623
	CERA			-	36,719,000	27,910,000	30,765,000	32,544,000	33,358,000	179,724,000	341,020,000
	Non RTB receipts			-	14,795,040	31,091,000	5,000,000	4,000,000	-	-	54,886,040
	RTB receipts			-	5,957,203	7,021,966	11,824,309	-	-	-	24,803,478
	Grants & external contributions			-	14,473,926	12,574,740	2,638,215	29,398,785	10,741,000	3,796,500	73,623,166
	S106 receipts			-	11,092,212	10,000,000	10,000,000	10,000,000	10,000,000	18,323,995	69,416,207
	Borrowing			-	125,950,269	60,258,705	73,129,840	48,879,448	42,731,369	75,262,569	426,212,200
	Total financing			-	254,899,540	195,134,616	181,240,269	171,513,233	143,292,097	352,373,959	1,298,453,715

Appendix C2 New Homes Programme Committed Schemes Forecast as at Month 07 2024-25

Project	Previous years spend	Agreed Budget 24/25 Programme	Virements	Variations	Revised Budget M07	Month 07 spend	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast	2030/31+ Forecast	2024/25-2033/34 Total Forecast	Variance
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Delivered</b>															
HH Marchwood/Redbridge Close & Bentley House	687,452	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Masterman House	6,390,214	-	-	-	-	87,197	-	-	-	-	-	-	-	-	-
Clifton Estate	3,746,322	-	-	-	-	50,269	-	-	-	-	-	-	-	-	-
Gatebeck	4,188,378	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Southdown house	4,656,049	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cator Street extra care	12,444,040	2,323	-	-	2,323	-	-	-	-	-	-	-	-	-	2,323
Nunhead Green B	2,857,578	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Long lane	5,780,056	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sumner Road workshops (A)	25,318,817	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sumner Road - Site B Private Sales	12,399,221	-	-	-	-	-	-	-	-	-	-	-	-	-	-
23a Bew Court	126,437	52,903	-	-	52,903	2,055	20,000	-	-	-	-	-	-	20,000	32,903
Pellic Street	5,764,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Welsford Street Garages	3,571,737	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lakana (Sceaux Gardens Estate) Monet New Build	8,020,119	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Meeting House Lane	9,577,421	100,000	-	424,186	524,186	2,931	85,078	-	-	-	-	-	-	85,078	439,108
Repl of Comm facil in Meeting Hse Ln (DD	439,012	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leathermarket - Joseph Lancaster	17,048,065	226,408	-	-	226,408	-	226,408	-	-	-	-	-	-	226,408	-
Copeland Road (B)	18,090,344	502,508	-	-	502,508	32,905	165,980	-	-	-	-	-	-	165,980	336,528
Goschen Estate etc	8,711,107	-	-	-	-	-	23,436	-	-	-	-	-	-	23,436	-
Daniels Road Car Park	5,804,769	162,157	-	-	162,157	8,442	20,000	-	-	-	-	-	-	20,000	142,157
Whaddon House	203,591	77,575	-	61,947	15,628	1,876	4,593	9,000	-	-	-	-	-	13,593	2,035
Tustin Hidden Homes	3,076,031	6,581	-	-	6,581	2,447	2,447	-	-	-	-	-	-	2,447	4,134
Swth Park Road (A)	1,766,623	243,377	-	-	243,377	4,673	23,562	-	-	-	-	-	-	23,562	219,815
Ivy Church lane garages	7,574,580	-	-	-	-	1,730	7,760	-	-	-	-	-	-	7,760	7,760
Commercial way	33,541,543	2,581,784	-	-	2,581,784	201,802	1,081,179	1,292,650	-	-	-	-	-	2,373,830	207,954
Aylesbury FDS Pk A New Build	99,316,244	1,534,726	-	-	1,534,726	764,943	781,230	753,497	-	-	-	-	-	1,534,727	1
Fenham Road Garages	1,655,030	36,303	-	-	36,303	33,044	34,822	-	-	-	-	-	-	34,822	1,481
Bassano Street Garages	1,637,135	66,721	-	386	67,107	51,018	60,470	-	-	-	-	-	-	60,470	6,637
Braganza St (A)	2,065,069	131,640	-	-	131,640	10,491	139,590	-	-	-	-	-	-	139,590	7,950
HH Breamore House	252,564	44,727	-	30,115	74,842	2,631	64,735	-	-	-	-	-	-	64,735	10,108
Underhill Road Pre fabs 275 - 275a	1,490,897	-	-	82,742	82,742	2,514	33,415	-	-	-	-	-	-	33,415	49,327
<b>Delivered Total</b>	<b>308,200,651</b>	<b>5,769,733</b>	<b>-</b>	<b>475,482</b>	<b>6,245,215</b>	<b>977,548</b>	<b>2,774,705</b>	<b>2,055,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,829,852</b>	<b>1,415,363</b>
<b>Delivered and in defects</b>															
Haddonfield Estate	5,747,499	412,390	-	-	412,390	476,973	799,941	-	-	-	-	-	-	799,941	387,551
39-44 Rutley Close	6,919,208	657,694	-	-	657,694	30,565	379,764	-	-	-	-	-	-	379,764	277,930
87 Gosvenor Road	582,875	-	-	85,483	85,483	11,088	30,503	43,135	-	-	-	-	-	73,637	11,846
Henslowe Street Garages	1,662,608	-	-	66,389	66,389	8,533	17,085	53,916	-	-	-	-	-	71,001	4,612
Heaton House	2,767,467	159,906	-	-	159,906	9,652	159,906	-	-	-	-	-	-	159,906	0
17-19 Wood Vale Ph5	1,630,129	58,588	-	-	58,588	35,161	73,384	-	-	-	-	-	-	73,384	14,796
HH Regina and Columbia Point	291,154	108,846	-	-	108,846	-	-	-	-	-	-	-	-	-	108,846
Cherry Gardens (A)	4,208,115	975,327	-	-	975,327	14,208	72,267	16,524	-	-	-	-	-	88,791	886,536
TA refurb/conversion contract 1-TA1 combined	3,589,576	319,252	-	-	319,252	150,672	200,515	108,545	-	-	-	-	-	309,060	10,192
35-41 Nunhead lane	3,850,337	364,734	-	-	364,734	68,413	276,827	87,907	-	-	-	-	-	364,734	0
TAs refurb/conversion Contract 3	3,143,589	372,279	-	-	372,279	258,360	270,037	90,275	-	-	-	-	-	360,312	11,967
TA refurb/conversion contract 2-TA2 combined	3,573,959	371,242	-	-	371,242	163,168	313,390	41,539	-	-	-	-	-	354,928	16,314
2 Linden Grove (hostels)	1,892,662	112,554	-	-	112,554	53,001	118,410	36,747	-	-	-	-	-	155,156	42,602
<b>Delivered and in defects Total</b>	<b>39,859,178</b>	<b>3,912,812</b>	<b>-</b>	<b>151,872</b>	<b>4,064,684</b>	<b>1,279,794</b>	<b>2,712,028</b>	<b>478,587</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,190,615</b>	<b>874,069</b>
<b>On site, in progress and pre construction</b>															
Albion New Homes	24,514,048	11,126,097	-	3,393,773	14,519,870	3,799,433	8,509,059	610,909	1,794,500	-	-	-	-	10,914,468	3,605,402
Manor Place (A)	8,207,250	168,968	-	-	168,968	173,123	168,967	-	-	-	-	-	-	168,967	1
Flaxyard/Sumner (B)	46,310,929	9,633,120	-	882,658	10,515,778	5,054,664	7,924,624	1,608,562	-	-	-	-	-	9,533,186	982,592
Rye Hill Park	9,308,748	2,591,363	-	589,484	3,180,847	1,185,041	2,355,185	84,668	-	-	-	-	-	2,439,853	740,994
Tenda Road Car Park	5,832,825	656,371	-	-	656,371	154,440	438,490	145,605	-	-	-	-	-	584,095	72,276
2 Sedgemoor Place	5,595,563	231,812	-	177,395	409,207	116,579	16,939	244,814	-	-	-	-	-	261,753	147,454
Aylesbury FDS PK B New Build	91,058,625	23,635,187	-	-	23,635,187	12,056,255	16,206,888	5,425,476	419,700	-	-	-	-	22,052,064	1,583,123
Petrol Station OKR (B)	9,708,596	774,827	-	-	774,827	463,714	1,370,690	3,113,681	-	-	-	-	-	4,484,371	3,709,544
Cator Street 2	21,608,225	3,391,775	-	4,076,380	7,468,155	1,867,263	7,232,785	1,126,929	-	-	-	-	-	8,359,714	891,558
Tissington/Silverlock Estate	9,919,868	7,273,535	-	5,293,046	12,566,581	3,661,706	8,156,210	2,496,644	1,120,035	-	-	-	-	11,772,888	793,693
Rennie Estate	13,328,941	4,291,225	-	620,796	3,670,429	1,792,717	2,433,266	956,455	-	-	-	-	-	3,389,721	280,708
Fendall & Maltby	12,580,491	2,390,283	-	-	2,390,283	12,711	1,107,507	1,445,467	86,392	-	-	-	-	2,639,366	249,083
Salisbury Estate	8,466,023	1,163,833	-	-	1,163,833	123,478	739,801	221,787	-	-	-	-	-	961,588	202,245
61-91 Brisbane St, land to rear/Lomond Grove	7,405,254	3,689,269	-	-	3,689,269	1,826,281	2,491,402	133,815	-	-	-	-	-	2,625,217	1,064,052
61-91 Brisbane St, leasehold acq.	117,791	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Slippers Place Estate	3,168,203	7,407,879	-	-	7,407,879	2,420,143	5,593,738	385,015	285,772	-	-	-	-	6,264,525	1,143,354

Project	Previous years spend	Agreed Budget 24/25 Programme	Virements	Variations	Revised Budget M07	Month 07 spend	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast	2030/31+ Forecast	2024/25-2033/34 Total Forecast	Variance
HH Comber House	2,184,316	-	-	-	-	7,903	-	-	-	-	-	-	-	-	-
38 Mary Datchelor Close Ph5	2,986,027	1,206,525	-	-	1,206,525	424,446	926,152	212,366	68,006	-	-	-	-	1,206,524	1
66 Linden Grove	2,149,207	13,729,848	-	-	13,729,848	1,679,822	3,344,383	7,707,248	1,822,329	225,809	-	-	-	13,099,769	630,079
66 Linden Grove Assistance with moving costs	17,102	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tustin Low Rise Redevelopment - Pre construction	8,521,877	21,680,799	-	-	21,680,799	1,421,411	14,324,989	7,363,501	-	-	-	-	-	21,688,490	7,691
Tustin Low Rise Redevelopment - Phase 1	55,382,796	70,647,662	-	-	70,647,662	23,838,356	42,556,032	10,995,772	1,450,000	-	-	-	-	55,001,804	15,645,858
Tustin Low Rise Redevelopment - Phase 2	102,771	62,445,309	-	-	62,445,309	118,196	257,713	16,220,649	34,195,162	1,891,785	-	-	-	52,565,309	9,880,000
Tustin Low Rise Redevelopment - Phase 3	-	40,200,000	-	-	40,200,000	-	-	-	2,583,000	25,995,000	4,922,000	-	-	33,500,000	6,700,000
Tustin Low Rise Redevelopment - Phase 4	-	72,841,200	-	-	72,841,200	-	-	-	-	-	18,400,610	32,867,395	9,432,995	60,701,000	12,140,200
Ledbury Towers-Approved Phase 1	9,209,175	70,863,713	-	-	70,863,713	6,770,040	19,263,235	15,913,540	9,084,445	636,348	224,807	143,579	9,461,720	54,727,675	16,136,038
Ledbury Towers-Approved Phase 2	-	131,927,112	-	-	131,927,112	813,201	1,285,560	701,879	9,690,000	34,010,000	39,900,000	43,415,000	1,987,485	130,989,925	937,187
Ledbury Acquisitions	5,571,018	5,153,981	-	-	5,153,981	5,948	1,500,000	1,000,000	2,653,981	-	-	-	-	5,153,981	-
Ledbury Tenants-Assistance with moving costs	1,171,891	-	-	-	-	10,154	10,154	-	-	-	-	-	-	10,154	10,154
Aylesbury Estate regeneration	127,870,067	25,205,567	-	-	25,205,567	2,514,768	8,736,107	8,332,966	9,170,328	-	-	-	-	26,239,401	1,033,834
Maydew Historic costs	5,667,789	-	-	-	-	316	316	-	-	-	-	-	-	316	316
Maydew Demolition Works	235,037	3,764,963	-	-	3,764,963	162,619	1,589,877	1,226,694	33,708	-	-	-	-	2,850,280	914,683
Bells & Lindley Playground	-	-	-	1,261,190	1,261,190	-	826,352	254,668	-	-	-	-	-	1,081,020	180,170
Aylesbury FDS A - Harriet Hardy Fit Out	-	-	-	-	-	-	104,615	-	-	-	-	-	-	104,615	104,615
On site, in progress and pre construction Total	498,200,453	598,092,223	-	15,053,130	613,145,353	71,895,324	159,471,038	87,929,110	74,457,358	62,758,941	63,447,417	76,425,975	20,882,200	545,372,039	67,773,314
Committed Schemes Total	846,260,282	607,774,768	-	15,680,484	623,455,252	74,152,666	164,957,772	90,462,843	74,457,358	62,758,941	63,447,417	76,425,975	20,882,200	553,392,506	70,062,746



Appendix D - Budget Virements and Variations										
Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Neighbourhoods & Growth	Housing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
		£	£	£	£	£	£	£	£	£
AGREED PROGRAMME AT MONTH 7 2024/25		69,503,566	13,512,996	83,016,562	95,126,216	217,979,382	26,463,550	422,585,710		422,585,710
MONTH 7 VIREMENTS TO BE APPROVED										
Children's Services										
Primary Schools refurbishment programme 2024/25	E-0000-2024.99	(3,638,482.5)		(3,638,483)				(3,638,483)		(3,638,483)
P1 - Bessemer Grange - Roof & Windows	E-0000-2024.01	104,000.0		104,000				104,000		104,000
P2 - Rye Oak	E-0000-2024.02	269,409.5		269,410				269,410		269,410
P3 - Dulwich Wood	E-0000-2024.05	383,307.0		383,307				383,307		383,307
P4 - Hollydale	E-0000-2024.06	262,882.0		262,882				262,882		262,882
P5 - Oliver Goldsmiths	E-0000-2024.10	254,753.0		254,753				254,753		254,753
P6 - Phoenix	E-0000-2024.12	153,606.0		153,606				153,606		153,606
P7 - Heber	E-0000-2024.13	187,925.0		187,925				187,925		187,925
P8 - Goodrich	E-0000-2024.14	140,306.0		140,306				140,306		140,306
P9 - Hollydale	E-0000-2024.15	112,344.0		112,344				112,344		112,344
P10 - Keyworth	E-0000-2024.16	206,215.0		206,215				206,215		206,215
P11 - Dulwich Wood Nursery	E-0000-2024.17	73,620.0		73,620				73,620		73,620
P12 - Rye Oak	E-0000-2024.18	160,490.0		160,490				160,490		160,490
P14 - Brunswick	E-0000-2024.19	310,416.0		310,416				310,416		310,416
P13 - Robert Browning	E-0000-2024.20	196,209.0		196,209				196,209		196,209
Crampton Primary School	TBC	823,000.0		823,000				823,000		823,000
Cherry Garden Special School	E-1803-0310	370,000.0		370,000				370,000		370,000
Retention	Expansion retention	(313,061.5)		(313,062)				(313,062)		(313,062)
Riverside Primary School	E-1137-0320	411,000.0		411,000				411,000		411,000
Rotherhithe Primary School Expansion	E-1139-0310	(467,938.5)		(467,939)				(467,939)		(467,939)
				-				-		-
Environment, Neighbourhoods & Growth				-				-		-
P&G				-				-		-
Murdock Street	R-4020-0150.14	-		-		(180,000)		(180,000)		(180,000)
Old Kent Road Fringes	R-4020-0150.17	-		-		300,971		300,971		300,971
Peckham Rye Professional Fees	R-4020-0064.01	-		-		88,588		88,588		88,588
Peckham Rye Works	R-4020-0064.02	-		-		(88,588)		(88,588)		(88,588)
Livesey Exchange	R-4020-0063.01	-		-		(120,971)		(120,971)		(120,971)
										-
								-		-
TOTAL VIREMENTS TO BE APPROVED MONTH 7		-	-	-	-	-	-	-	-	-
MONTH 7 - VARIATIONS TO BE APPROVED										
				-				-		-
Environment, Neighbourhoods & Growth								-		-
Environment								-		-
Walworth CGS	L-2403-1800					3,610		3,610		3,610
Youth Services	L-1340-0050					680,000		680,000		680,000
S106 Harper Road Improvement	L-5110-0165					61,101		61,101		61,101
Active Southwark Community Investment Fund	L-2340-0424					350,000		350,000		350,000
East Lodge – Lottery	L-2340-0428					30,000		30,000		30,000
NPR Programme	L-5110-0040					31,795		31,795		31,795
Flood Prevention ( Highways drainage gully replacement) Programme	L-5110-0080					1,730,000		1,730,000		1,730,000
Monument & Memorial	L-2340-0410					14,400		14,400		14,400
Cox's Walk bridge refurbishment	L-5110-0127					900,000		900,000		900,000
Dawes Street Depot - Perimeter Wall	TBC					100,000		100,000		100,000
Play Investment Programme	TBC					3,000,000		3,000,000		3,000,000
Additional Replacement Tree Planting	L-2340-0390					3,000,000		3,000,000		3,000,000
								-		-
Planning & Growth								-		-

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Project Name	Project Code	Children's	Adult Social Care	Children's and Adults' Services	Finance and Corporate Services	Environment, Neighbourhoods & Growth	Housing	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
Bakerloo Line Extension	TBC					250,000		250,000		250,000
Canada Water Library	R-5040-0010.1					1,700,000		1,700,000		1,700,000
Kentish Drover Ceram	R-4020-0067					208,163		208,163		208,163
Brancote Park	R-4020-0073					697,981		697,981		697,981
								-		-
								-		-
<b>HRA</b>								-		-
Flaxyard/Sumner (B)	R-5014-0000.9							-	882,658	882,658
2 Sedgemoor Place	H-8888-9608							-	177,395	177,395
Rennie Estate	H-8888-9777							-	(620,796)	(620,796)
Bells & Lindley Playground	Bells & Lindley Playground							-	1,261,190	1,261,190
Tissington/Silverlock Estate	H-888-9494							-	5,293,046	5,293,046
Cator Street 2	H8888-0009							-	4,076,380	4,076,380
Rye Hill Park	H-8888-9496							-	589,484	589,484
HH Breamore House	H-8889-9704							-	30,115	30,115
87 Grosvenor Road	H-8889-9780							-	85,483	85,483
Whaddon House	H-8889-9781							-	(61,947)	(61,947)
Albion New Homes	R-5014-0000.3							-	3,393,773	3,393,773
Meeting House Lane	H-8888-9445							-	424,186	424,186
Bassano Street Garages	H-8888-9609							-	386	386
Underhill Road Pre fabs 275-275a	H-8888-9729							-	82,742	82,742
Henslowe Street Garages	H-8888-9610							-	66,389	66,389
								-		-
<b>TOTAL VARIATIONS TO BE APPROVED AT MONTH 7</b>		-	-	-	-	12,757,050	-	12,757,050	15,680,484	28,437,534
<b>TOTAL PROGRAMME BUDGET VIREMENTS &amp; VARIATIONS AT MONTH 7</b>		-	-	-	-	12,757,050	-	12,757,050	15,680,484	28,437,534
<b>REVISED BUDGETS</b>		69,503,566	13,512,996	83,016,562	95,126,216	230,736,432	26,463,550	435,342,760	15,680,484	451,023,244
<b>VIREMENTS &amp; VARIATIONS REQUESTED TO BE APPROVED FINANCED BY:</b>										
<b>Corporate Resources / Capital Receipt</b>		-			-	9,730,000		9,730,000		9,730,000
<b>Major Repairs Allowance</b>					-			-		-
<b>Reserves</b>					-			-		-
<b>Revenue</b>					-			-		-
<b>Capital Grant</b>		-			-	1,791,795.00		1,791,795		1,791,795
<b>Section 106 and CIL</b>					-	1,217,245		1,217,245		1,217,245
<b>External Contribution</b>					-	18,010		18,010		18,010
<b>Supported Borrowing</b>					-			-	15,680,484	15,680,484
<b>TOTAL RESOURCES</b>		-	-	-	-	12,757,050	-	12,757,050	15,680,484	28,437,534

## Appendix E : New Capital Bids

Division	Programme	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34+	Total
Leisure	Albion Channel Clearance	425,000									425,000
	Libraries Innovation	108,000									108,000
	Burgess Park Outdoor Cooking	275,000	27,000								302,000
Environment	Streets for People (incl. Vision Zero)	13,900,000									13,900,000
	Place Management Programme	800,000	580,000								1,380,000
	Replace Back Office system & hand held devices - Civica App	415,000	130,000	130,000							675,000
Stonger Neighbourhoods	CCTV Fibre Network	750,000	250,000								1,000,000
Planning and Growth	Verney Road linear park	120,000									120,000
	Frensham Street Park	120,000									120,000
Housing	Buy back scheme - Local Authority housing fund	1,932,800	17,395,200								19,328,000
<b>Total</b>		<b>18,845,800</b>	<b>18,382,200</b>	<b>130,000</b>	-	-	-	-	-	-	<b>37,358,000</b>

## **Appendix F: Capital bids narrative**

### Leisure

#### *1. Albion Channel Clearance (£425K)*

Albion Channel is a water channel which is approximately 650m long connecting Canada Water to Surrey Water. The Channel runs through a residential area predominately surrounded by flats. The current overgrown state impacts on the ability of the water to flow along the Channel increasing the possible risk of localised flooding.

Albion Channel is referenced in the London Borough of Southwark draft Local Flood Risk Management Strategy 2023 – 2029. As an ordinary watercourse, Albion Channel is the responsibility of the Lead Local Flood Authority – Southwark council.

This project will improve the environment along Albion Channel and ensure that the channel can cope with flood water drainage. The location of the Channel means access is very restricted which makes carrying out maintenance and dredging difficult and time-consuming owing to constraints on plant equipment size/capacity and elongated distances to be covered for waste removal.

For the project to be carried out efficiently, the water level in the Channel will require lowering to allow for the easier removal of excess reeds and vegetation, including root mats and silt. Lowering the Channel water level has fewer hurdles whilst the water level in Canada Water is temporarily lowered as part of redevelopment works in the vicinity. This allows for draining the Channel without needing to consider inflow into the Channel from Canada Water. Officers will work to ensure minimum impact on ecology during the works, to ensure the completed project will deliver improved ecology outcomes in this area. Bringing the Channel back into a state of active ecological management provides opportunities to engage local community groups and environmental organisations with the stewardship and long-term future of this 'Site of Importance for Nature Conservation'.

The project duration is estimated at 3 months. However, once water levels in Canada Water are returned to normal levels, which is expected by the beginning of 2025, the complexity and therefore cost of the project will increase owing to the effect from higher water levels in the Channel or alternatively from pumping excess water direct from Canada Water to Surrey Water. In these circumstances the project duration is estimated to be extended by a month to four months.

There will be full communication with residents on the planned works and progress reports including letter drops, project boards and a webpage.

The estimated cost of this scheme is £425k of which £200k of Local CIL funding will be sought.

## 2. Libraries Innovation (£108k)

The Council Delivery Plan includes a specific commitment to expand our library service to increase the range of services accessible through our libraries. As part of the delivery of this priority, we propose to create a network of [work pods, phone charging bikes](#) and a laptop loans scheme across libraries.

The work pods will provide flexible and accessible workspaces for students, remote workers, freelancers, entrepreneurs, and small businesses. The work pods will be noise proof and equipped with high-speed internet, ergonomic furniture, power outlets and other amenities to facilitate productivity and comfort.

The phone charging bikes are static pedal-powered generators that produce electricity to charge the user's phone at the same time. This scheme will focus on energy awareness, education, and exercise/healthy lifestyles. It provides a novel and fun way for users to exercise while working, improving their physical and mental health and well-being. The phone charging bicycles are designed to be easy and comfortable to use, with adjustable seats and handlebars, and a digital display that shows the power output and phone battery level. The work pods and the bikes are expected to have a long lifespan and low maintenance costs.

The proposed laptops and tablets loan scheme in our libraries is aimed at our vulnerable and isolated residents. This would enable residents to borrow a device free of charge for a fixed period and contribute to digital literacy and social inclusion. The laptops will be sourced on the back of the council's laptop refresh programme so that these laptops can be repurposed for this project. They will be owned and maintained by the library service. Laptops would be wi-fi enabled with browser access and contain a basic Office software package licenced by the Council. They will also include basic security software.

The estimated cost of purchase and installation of these proposals is as follows:

6 work pods (purchase & installation): £90,000

4 phone charger exercise bikes (purchase & installation): £2,500

Software and security licences: £15,000

Total amount requested for capital bid: £107,500.

## 3. Burgess Park Outdoor Cooking (£310k)

The proposal is to create a new outdoor cooking area with electric hotplates at Burgess Park should the current pilot exercise be deemed successful.

As part of the first phase implementation of the Burgess Park Master Plan two barbecue areas was created at Burgess Park near the lake. Whilst very popular, the original BBQ area was removed in 2023 due to fire risk, air pollution and anti-social behaviour.

Following extensive public consultation, a proposal to install new electric hotplates at a different location in Burgess Park emerged. To test the viability of this option the council ran a pilot hotplate facility in summer / autumn 2024. The trial included the installation of 3 hotplates for a limited period.

The evaluation of the pilot has just concluded and recommends an extension of the provision. The evaluation found that the hotplates were well received and represented an improvement on the previous provision; that the pilot demonstrated the potential to broaden the diversity of those using the provision and generated considerable community interest and opportunities for further development. It additionally identified a number of areas for further development which we have built into the proposal for the next phase of development, including enhanced cleaning facilities, better litter collection, more 'single' hotplates as groups were unhappy or unwilling to share.

There was no significant increase in issues for the park's service although challenges around noise, litter and misuse of the park facilities continued as broader challenges in management of an urban park of this scale. Finally, the evaluation has demonstrated at this time there is no specific need for a booking system which had been originally envisaged.

Costings for the extension of the provision and extended facilities have now been secured and a capital bid for £302k is now being put forward for consideration to construct an extended, permanent facility for the community to use which would include an additional 6 single hot plates, as well as other energy saving facilities.

## Environment

### *4. Streets for People (incl. Vision Zero) (£13.9 Phase 1 25/26)*

The Streets for People strategy was approved in July 2023. The vision of the Streets for People Strategy is:

“Southwark will be a clean, green, and safe borough. We will reclaim space for our communities to connect and socialise; for safe and healthy journeys; a thriving local economy, and our natural world. Fewer cars, vans and lorries will lead to better air quality and a healthier environment.”

The council has made a number of commitments including:

- Your home will be within 200m of a safe and pleasant walking route
- Your home will be within 400m of a safe and pleasant cycling route
- Nine streetspace schemes
- Your street will have something new to make it cleaner, greener and safer, chosen by you
- Achieve Vision Zero (elimination of all deaths and serious injuries on Southwark's streets)

The council is now analysing the consultation data. Using this information, the council is developing a Delivery Plan which will set out how we plan to deliver ward and borough level improvements from now until 2030. A significant proportion of the funding required will be used to deliver the streetspace schemes; these schemes will incorporate a large number of the individual requests made (e.g., new trees, crossings, traffic calming measures). The funding will also be used to deliver smaller scale interventions, for example, cycle hangars and seating.

This capital bid will be used to deliver the following in four zones (£13.4million):

Zone A – delivering the quieter, safer and greener streets residents requested (cycle hangars, trees, benches, greenery, safe crossing, cycle stands, schools streets).

Zone B – Building on the work we have undertaken on Bermondsey Street we will look at the whole zone around this, we will look to undertake monitoring, modelling and design to deliver two-way cycling on Snowfields, improve pedestrian links from London Bridge station towards Bermondsey Street and provide a better cycle connection from London Bridge Station down to cycleway 14 and on towards cycleway 10 by improving the crossing of Long Lane by Weston Street. We will also deliver the quieter, safer and greener streets residents requested (cycle hangars, trees, benches, greenery, safe crossing, cycle stands, schools streets).

Zone F – delivering the quieter, safer and greener streets residents (cycle hangars, trees, benches, greenery, safe crossing, cycle stands, schools streets)

Zone I – delivering the quieter, safer and greener streets residents requested (cycle hangars, trees, benches, greenery, safe crossing, cycle stands, schools streets)

A further £500k is required to carry out detailed work on developing the delivery programme for vision zero, which will including looking at 16 roads and junctions.

Vision Zero for London aims to eliminate all deaths and serious injuries on London's transport system. The Mayor through Transport for London and working with the boroughs have adopted Vision Zero for road danger in London. The mayor's aim is for no one to be killed in or by a London bus by 2030 and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.

Southwark have adopted these principals and supports the Mayor's Transport Strategy, with Vision Zero, a commitment in the release of Streets for People in 2023, the council's new transport strategy.

Feasibility and design will be carried out in house with dedicated resource to be funded from the programme and delivery through the Council's Term Highway works contractors over an initial 5-year programme. This initial work will enable the submission of a robust bid to seek funding to implement the delivery plan. If the bid is not successful at that time, then the £500k spent on this phase of the work will prove abortive and will result in a charge to the services revenue expenditure account.

The total funding required for this capital bid is £13.9million.

## 5. *Place Management Programme (£1.380m)*

The Council has identified four priority place management issues – town centre cleanliness, graffiti, fly tipping and waste on estates – which it has committed to address through a programme of short, medium, and long-term collaborative action. Each of these action plans includes a combination of both capital and revenue investment need.

In the 2024/25 budget setting round, the Council approved a £600K revenue budget allocation in support of the place management programme over the period, 2024-27. To complement this revenue investment, the following capital programme is being proposed for investment over the period, 2025-27:

- a) Replace current single stream street waste bins with dual stream waste bins, allowing general and recyclable waste to be separated for collection. £165k
- b) Physical measures to 'design out' public realm place management issues, targeting 'hot spot' locations, such as town centres and estates; and issues, such as graffiti, fly posting and fly-tipping. £1.16m
- c) Provide stock of re-deployable CCTV cameras to support evidence gathering, deter criminal activity/ anti-social behaviour and help the public feel safe on the street. £55k

## 6. *Replace Back Office system & handheld devices - Civica App (£675k)*

Regulatory Services is responsible for carrying out the Council's statutory functions related to Building Safety for private sector high-rise buildings, noise and nuisance, enviro-crime, environmental protection, private sector housing licensing and enforcement, food safety, trading standards, and licensing. The back-office system, Civica App, is integrated into enforcement processes, officer case management and health and safety procedures. It is also used in Community Safety and Housing to manage Anti-Social Behaviour (ASB).

Civica App is no longer suitable for its intended purpose and is affecting the Council's ability to fulfil its statutory functions and provide satisfactory customer service. This need for replacement has been confirmed by several reviews over the past 18 months, including Civica time and motion review, Environmental Enforcement, and Budget Challenge -Noise.

The Services are seeking funding to replace the back-office system and project management support at a cost of £675k.

### Stronger Neighbourhoods

## 7. *CCTV Fibre Network (£1m)*

To install Council owned duct and fibre to replace the current rented duct and fibre network at a cost of £1m.



The Council CCTV network was initially designed using fibre networks rented from third party providers (BT and Virgin Media) to transmit CCTV images from across the borough as standard across London at that time.

To expand on CCTV coverage to include some council housing estate cameras, the Council introduced a wireless radio network for the additional cameras. The Town Centre and Open Space cameras remained on rented fibre. A capital bid was approved in 2022 to upgrade the radio network capacity, Town Centre Cameras (HD) and CCTV Control room relocation.

Less than 20% of all cameras will still require fibre connectivity to the radio network, this was planned in as part of the upgrade by renewing small fibre connectivity with increased capacity by the existing providers.

In June 2023 BT advised they intended to change their products and services model. To date the commercial announcement has not been made. Our plan was to move existing fibre contracts from BT to Virgin Media.

In June 2024 Virgin Media advised they would not be renewing fibre circuit contracts and would only be offering new contracts at a significantly increased rate.

This bid would enable the Council to do the same as other boroughs as well as upgrade the fibre to a higher specification without the uncertainty of the future revenue burden and availability of rented circuits, which could potentially lead to a reduction in CCTV coverage, compromising public safety.

There will be the potential for Southwark IT to use the fibre infrastructure to improve connectivity to libraries, community centres and other council properties with ongoing reduction in revenue costs.

The revenue costs associated with this capital bid will be for repairs and maintenance only and can be met from existing budgets as this asset can be added into our existing repairs and maintenance contract at no extra cost.

The bid is split into £930k for the installation, and £70k for design and project management relating to this project.

### Planning and Growth

#### 8. Verney Road Linear Park (£120k)

This bid is to implement a school street outside John Keats primary school on Verney Road, with closures at drop off and collection time. The council has engaged with British Land and John Keats primary school on the way this could work, and the preferred option is to continue to allow vehicular access to the entrance to the future multi storey logistics hub and close Verney Road to the east of that, creating a new park outside the pedestrian entrances to the school. The school have said they would welcome this.

At this point, capital funds of £120,000 are sought to complete the design work in the next financial year. Once the design work is complete further funds will be sought through a mix of s106, local CIL or council capital funds. It is anticipated that the scheme would be delivered in 2026-27.

#### 9. Frensham Street Park (£120k)

The proposal is to landscape Frensham Steet depot as part of the linear park, linking Burgess Park and Old Kent Road. This is a key component of the draft Old Kent Road area action plan and part of the Area Action Plan (AAP) improving green infrastructure in the Old Kent Road opportunity area to accommodate growth in homes and jobs. To date the council has granted planning consent for just under 9,500 homes in the opportunity and there are 3,300 homes, completed, under construction and in the pipeline. The majority are in the Old Kent Road ward.

Phase 1 of the linear park is already under construction along Bianca Road and being delivered by Southern Housing and Hollybrook/London School of Economics.

Phase 2 will be contained within the Berkely Homes redevelopment of the Malt Street site, within the first phase of the scheme. Berkeley Homes are due to re-start construction in Q1 2025 with completion in 2026. Phase 3 of the park will comprise subsequent phases of the Malt Street scheme, a redevelopment of the Civic building on the corner of Old Kent Road and Peckham Park Road, as well as the Frensham Street depot. Works would be expected to start in 2027 and complete in 2028.

The proposal to landscape the depot site and convert some of the existing buildings into a café and workspace use is identified in the draft Old Kent Road AAP. It ties in with a proposal to consolidate the council's depots, which will result in Frensham Street being surplus to requirements. Berkeley Homes and the developer of the Civic building to the east will be recommencing design work for their share of the linear park in 2025-26. Commencing the design work of the council owned land in 2025-26 will enable better design coordination of the park as a whole.

At this point, capital funds of £120,000 are sought to complete the design work in the next financial year. Once the design work is complete further funds will be sought through a mix of s106, local CIL or council capital funds. It is anticipated that the scheme would be delivered in 2027-28.

### **Housing**

#### 10. Buy back Scheme – Local Authority Housing Fund

The capital bid of £8.5m is to enable the council to benefit from a government grant of £11m which will be used towards the purchase and refurbishment of 50 ex-right-to-buy properties for use as temporary accommodation (45 properties) and resettlement homes for refugees (5 properties). Additionally, this effort aligns with and supports the key council aims outlined in Southwark 2030

This initiative will reduce the reliance on costly nightly paid private accommodation and allow more residents to be housed locally within the borough. Consequently, this will alleviate pressures on the Temporary Accommodation (TA) budget within the general fund. The current average gross cost of nightly paid TA is listed at approximately £90 per night (£32,850 pa).

Using government grant alongside borrowing of £8.5m for the acquisition of 45 temporary accommodation homes will see annual cost avoidance of approximately £1m. This factors in the payback of interest (4.5%) and capital (depending on the type and duration of borrowing).

From the £1m savings, the day to day management costs of maintaining the accommodation will be absorbed within current staffing resources however some minor costs will also be required for the repairs associated with the property.

The government guidance states that the funding needs to be spent within the next two years, ideally in year 1. This includes the ability to acquire street properties on the open market or former right to buy (RtB) sales. This will increase housing supply and will be consumed within the existing management and maintenance costs. The council has previously completed a buyback programme on ex RtB properties used for the acquisition of social housing for rough sleepers and continues to receive requests from leaseholders who wish to sell back to the council. This presents a realistic option to achieve the funding criteria within the allocated time frame. We would have an opportunity to target larger properties within our own stock, moving households from private owned TA to our council owned accommodation.