

## Executive

September 29 2009

7.00 pm

Town Hall, Peckham Road, London SE5 8UB

### Membership

Councillor Nick Stanton  
Councillor Kim Humphreys  
Councillor Paul Kyriacou  
Councillor Linda Manchester  
Councillor Tim McNally  
Councillor Adele Morris  
Councillor David Noakes  
Councillor Paul Noblet  
Councillor Lisa Rajan  
Councillor Lewis Robinson

### Portfolio

Leader of the Council  
Deputy Leader and Housing  
Environment  
Community Safety  
Resources  
Citizenship, Equalities and Communities  
Executive Member for Health and Adult Care  
Regeneration  
Children's Services  
Culture, Leisure and Sport

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everton.roberts@southwark.gov.uk; paula.thornton@southwark.gov.uk  
Webpage: <http://www.southwark.gov.uk>

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Members of the committee are summoned to attend this meeting

**Councillor Nick Stanton**

Leader of the Council

Date: September 21 2009



# Executive

Tuesday September 29 2009  
7.00 pm

## Order of Business

Item No.	Title	Page No.
	<b>PART A - OPEN BUSINESS</b>	
	<b>MOBILE PHONES</b>	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
<b>1.</b>	<b>APOLOGIES</b>	
	To receive any apologies for absence.	
<b>2.</b>	<b>NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT</b>	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
<b>3.</b>	<b>DISCLOSURE OF INTERESTS AND DISPENSATIONS</b>	
	Members to declare any personal interests and dispensation in respect of any item of business to be considered at this meeting.	
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>	
	To receive questions from members of the public which have been submitted in advance of the meeting in accordance with the executive procedure rules.	
<b>5.</b>	<b>MINUTES</b>	1 - 13
	To approve as a correct record the Minutes of the open sections of the meetings held on July 21 and July 29 2009.	

<b>Item No.</b>	<b>Title</b>	<b>Page No.</b>
<b>6.</b>	<b>END OF YEAR BUSINESS REPORT</b>	14 - 64
	To note the end of year business report for 2008-09 and Southwark's outturns from the first year of the new National Indicator Set.	
<b>7.</b>	<b>MOTIONS REFERRED FROM COUNCIL ASSEMBLY</b>	65 - 75
	To consider the motions referred from the July 8 2009 Council Assembly meeting in respect of:	
	<ul style="list-style-type: none"> <li>• Fire at Lakanal House</li> <li>• Regeneration of the Elephant &amp; Castle</li> <li>• Primary School Places in Dulwich</li> <li>• One Hour Bus Ticket Proposal</li> </ul>	
<b>8.</b>	<b>CAPITAL PROGRAMME 2008-09 OUTTURN REPORT</b>	76 - 89
	To note the outturn position for 2008-09 for the capital programme 2008 – 2016 for both the General Fund and Housing Investment Programme and approve the reprofiling of spend and resources into the 2009 – 2016 programme.	
	To note the new emerging pressures on the capital programme arising from issues of service demands, the recession and the impact on the pace of regeneration schemes.	
	To agree a substitution of a scheme at Goose Green School for that currently programmed for Heber School within the Sure Start funded Children's Centre Programme and to note additional capital funding secured for the Burgess Park Revitalisation Project and to agree to the project being added in to the Capital Programme 2009-2016.	
	To note the allocation of funds remaining from the original capital allocation for Leisure Centres for Seven Islands, Camberwell Leisure Centre and Southwark Park Athletics Stadium.	
<b>9.</b>	<b>SUBMISSION OF THE COUNCIL'S TRANSPORT FOR LONDON FUNDED WORK PROGRAMME FOR 2010-11 AND INDICATIVE PROGRAMME TO 2012-13</b>	90 - 100
	To agree the content of the Council's proposed submission to Transport for London (TfL) identifying transport projects to be delivered with TfL Local implementation plan (Lip) funding in 2010-11 and the indicative programme of work for the years 2011-12 and 2012-13.	
<b>10.</b>	<b>DISPOSAL OF JOHN SMITH HOUSE, WALWORTH ROAD, SE17</b>	101 - 105
	To agree to the disposal of John Smith House, Walworth Road, SE17.	

Item No.	Title	Page No.
11.	<b>DISPOSAL OF THE COUNCIL'S FREEHOLD INTEREST IN SITE C5, GRANGE WALK AND THE ONE STOP SHOP 17 SPA ROAD, BERMONDSEY SPA</b>	106 - 121
	To approve the disposal of site C5 on the principal terms set out in the closed report.	
12.	<b>GATEWAY 2 - CONTRACT AWARD APPROVAL - DEMOLITION OF BUILDINGS ON PECKHAM SITE 7D (SUMNER ROAD WORKSHOPS, NORTH PECKHAM SE15)</b>	122 - 130
	To award the contract for the procurement of a specialist contractor to demolish the empty and dilapidated former mixed-use block at Peckham Site 7D (Sumner Road Workshops), North Peckham, SE15.	
13.	<b>APPOINTMENTS TO OUTSIDE BODIES 2009-10 (AYLESBURY BOARDS)</b>	131 - 133
	To agree appointments to the following bodies:	
	<ul style="list-style-type: none"> <li>• Aylesbury New Deal for Communities Board</li> <li>• Aylesbury Regeneration Steering Group</li> <li>• Creation Trust Board (Aylesbury Trust Limited)</li> </ul>	
14.	<b>GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL, PROVISION OF REVENUES AND BENEFITS BACK OFFICE SERVICE</b>	134 - 141
	To approve the strategy for the delivery of the revenues & benefits back office function as an in-house service and to also approve the strategy for the delivery of the revenues & benefits IT services.	
	<b>OTHER REPORTS</b>	
	The following item is also scheduled to be considered at this meeting:	
15.	<b>CHERRY GARDEN SPECIAL AND GLOUCESTER PRIMARY SCHOOLS: CONSULTATION ON PROPOSED CHANGES</b>	
	<b>DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.</b>	
	<b>EXCLUSION OF PRESS AND PUBLIC</b>	
	The following items are included on the closed section of the agenda. The Proper Officer has decided that the papers should not be circulated to the press and public since they reveal confidential or exempt information as specified in paragraphs 1 – 7, Access to Information Procedure Rules of the Constitution. The specific paragraph is indicated in the case of exempt	

information.

The following motion should be moved, seconded and approved if the executive wishes to exclude the press and public to deal with reports revealing exempt information:

“That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 – 7, Access to Information Procedure Rules of the Constitution.”

### **PART B - CLOSED BUSINESS**

#### **16. MINUTES**

To approve as a correct record the Minutes of the closed section of the meeting held on July 21 and July 29 2009.

#### **17. DISPOSAL OF JOHN SMITH HOUSE, WALWORTH ROAD, SE17**

To consider the closed information relating to this item.

#### **18. DISPOSAL OF THE COUNCIL'S FREEHOLD INTEREST IN SITE C5 GRANGE WALK AND THE ONE STOP SHOP 17 SPA ROAD, BERMONDSEY SPA**

To consider the closed information relating to this item.

#### **19. GATEWAY 2 - CONTRACT AWARD APPROVAL DEMOLITION OF BUILDINGS ON PECKHAM SITE 7D (SUMNER ROAD WORKSHOPS, NORTH PECKHAM, SE15)**

To consider the closed information relating to this item.

#### **20. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL, PROVISION OF REVENUES & BENEFITS BACK OFFICE SERVICE**

To consider the closed information relating to this item.

**DISCUSSION OF ANY OTHER CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT.**

**Item No.**

**Title**

**Page No.**

Date: September 21 2009



## EXECUTIVE

MINUTES of the Executive held on Tuesday July 21 2009 at 7.00 pm at the Town Hall,  
Peckham Road, London SE5 8UB

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**PRESENT:** Councillor Nick Stanton (Chair)  
Councillor Kim Humphreys  
Councillor Paul Kyriacou  
Councillor Tim McNally  
Councillor Adele Morris  
Councillor David Noakes  
Councillor Paul Noblet  
Councillor Lisa Rajan  
Councillor Lewis Robinson

### LAKANAL HOUSE FIRE

Executive observed a minutes silence for the victims of the fire.

#### 1. APOLOGIES

Apologies for absence were received from Councillor Linda Manchester.

#### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

The following items were identified as late and urgent. The leader agreed to accept the items as urgent for the reasons of urgency to be specified in the relevant minute:

- Gateway 3 – Variation Decision – Leisure Investment and Management Programme – Appointment of Leisure Management Contractor (open and closed reports)
- Elephant and Castle Development Agreement – Update on Negotiations with Lend Lease (open and closed reports)

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

None were declared.

### 4. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions

### 5. MINUTES

#### RESOLVED:

That the minutes of the meeting held on June 23 2009 be agreed as a correct record and signed by the chair.

### 6. DEPUTATION REQUESTS

#### Deputation request from tenants in respect of the Review of the Resident Involvement Service

#### RESOLVED:

That the deputation request be received.

The deputation spokesperson addressed the meeting and their request for the council to establish a joint working party consisting of tenants and leaseholders, council officers and elected members to consider all the issues relating to the resident involvement review afresh.

### 7. SAFER SOUTHWARK PARTNERSHIP - REVISED ROLLING PLAN

#### RESOLVED:

1. That the achievements of the Safer Southwark Partnership (SSP) crime and drugs strategy 2008-09 be noted, in particular the positive progress that the Safer Southwark Partnership is making in reducing recorded crime. The Safer Southwark Partnership have achieved a 15% reduction in serious acquisitive crime, 14% reduction in knife crime, 26% reduction in gun crime, 9% reduction in serious youth crime and a 15% reduction in personal robbery has been achieved. The Safer Southwark Partnership have performed at or better than the London average, doing particularly well on residential burglary (-25% reduction compared to London wide reduction of -1%) and overall serious acquisitive crime (-14% compared to London reduction of -8%). In comparison to our family group of crime and disorder partnerships, we have improved our position from 6<sup>th</sup> to 9<sup>th</sup> (out of 15) and to above the group average. The full performance framework is



set out in Appendix 1 of the rolling plan.

2. That the the revised three year rolling plan 2009-12 (Appendix 1) covering the following priorities be approved:
  - Serious violent crime.
  - Preventing youth crime.
  - Anti social behaviour.
  - Drugs and alcohol.
  - Reducing re-offending.
  - Communities and communications.
3. That the key findings from the Safer Southwark Partnership strategic assessment and areas identified for further investigation (paragraphs 30-39 of the report) be noted and officers report back to the executive member on the findings and recommendations.
4. That it be noted that the full strategic assessment and rolling plan will be published on the Safer Southwark Partnership and council's website.

## **8. COMMUNITY PROJECT BANK GUIDANCE AND PRIORITISATION**

### **RESOLVED:**

1. That the content of thie report be noted and the following recommendations agreed in relation to Community Project Bank ('Bank') guidance and prioritisation:
  - i) That the following local project priorities for each community council area be agreed (identified in Appendix 1).
  - ii) That, where these are not already included as part of its Community Project Bank, each community council considers adding projects from the prioritised list to its Bank.
  - iii) That planning committee and community councils be asked to be mindful of local priorities, as set out in Appendix 1 of the report, in determining and implementing planning applications and legal agreements, and agrees that these priorities should also be taken into account in any processes which report to community councils with regard to small scale capital projects.
  - iv) That a report on an annual basis is received by executive updating these priorities and reporting the progress made towards achieving these priorities through any appropriate means.
  - v) That in future community councils should identify their priority projects when approving Community Project Banks.

**9. YOUNG SOUTHWARK - STATUTORY CHANGES TO CHILDREN'S TRUST BOARD**

**RESOLVED:**

That the system wide implications arising from changes to statutory guidance on Children's Trusts, the Children and Young People Plan (CYPP), and the roles of Lead Member (LM) and Director of Children's Services (DCS) be noted.

- a) Future governance considerations for the council and its partnerships
- b) Council and partnership-wide strategic and joint planning arrangements for all services that aim to improve outcomes for children and young people
- c) Council and partnership-wide performance management arrangements for improving outcomes for children, and young people

**10. RESPONSE TO 'A NEW PLAN FOR LONDON:' PROPOSALS FOR THE MAYOR'S LONDON PLAN**

**RESOLVED:**

That the council's formal response to "A New Plan for London, Proposals for the Mayor's London Plan" as set out in appendix A of the report be agreed.

**11. RESPONSE TO THE MAYOR'S TRANSPORT STRATEGY - STATEMENT OF INTENT**

**RESOLVED:**

That the council's formal response to 'Mayor's Transport Strategy, statement of intent.' as set out in appendix A of the report be agreed.

**12. GATEWAY 2: - CONTRACT AWARD APPROVAL - ARBORICULTURAL MAINTENANCE CONTRACT**

**RESOLVED:**

- 1. That the award of a contract for the provision of Arboricultural Services to Gristwood and Toms Limited be approved, as outlined in the report.

2. That the authority to exercise the option to extend the Arboricultural Services Contract be delegated to the strategic director of environment and housing that is referred to in paragraph 6 of the report, if this is considered to be appropriate at the relevant time.

**13. GATEWAY 3 - VARIATION DECISION - LEISURE INVESTMENT AND MANAGEMENT PROGRAMME: APPOINTMENT OF LEISURE MANAGEMENT CONTRACTOR**

This item had not been circulated five clear days in advance of the meeting. The chair agreed to accept the item as urgent as Fusion have allowed the council access to the leisure centres for the purposes of redevelopment on the proviso that a decision on the future contract is taken before the summer recess.

**RESOLVED:**

1. That the variation of the grant agreement with Fusion Lifestyle Limited (Fusion) for provision of leisure and facilities management services under the new terms set out in this report be approved The new arrangement applies to the following facilities:
  - a. Camberwell Leisure Centre
  - b. Dulwich Leisure Centre
  - c. Elephant and Castle Leisure Centre
  - d. Peckham Pulse Healthy Living Centre
  - e. Seven Islands Leisure Centre
  - f. Southwark Park Sports Centre
  - g. Surrey Docks Water Sports Centre

**14. ELEPHANT AND CASTLE DEVELOPMENT AGREEMENT - UPDATE ON NEGOTIATIONS WITH LEND LEASE**

This item had not been circulated five clear days in advance of the meeting. The chair agreed to accept the item as urgent as Lend Lease requires officers to work intensively with them in a very tight timeframe to resolve outstanding issues and to meet deadlines.

**RESOLVED:**

That executive enter into a new exclusivity agreement with Lend Lease Europe Ltd on the basis set out in the report.

**EXCLUSION OF PRESS AND PUBLIC**

It was moved, seconded and

**RESOLVED:**

That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in category 3 of paragraph 10.4 of the Access to Information Procedure Rules of the Southwark Constitution.

The following is a summary of the decisions taken in the closed section of the meeting.

**GATEWAY 2 – CONTRACT AWARD APPROVAL – ARBORICULTURAL MAINTENANCE CONTRACT**

The decision relating to this item is set out in the open section of the minutes (item 12).

**GATEWAY 3 – VARIATION DECISION – LEISURE INVESTMENT AND MANAGEMENT PROGRAMME: APPOINTMENT OF LEISURE MANAGEMENT CONTRACTOR**

The decision relating to this item is set out in the open section of the minutes (item 13).

**ELEPHANT AND CASTLE DEVELOPMENT AGREEMENT – UPDATE ON NEGOTIATIONS WITH LEND LEASE**

The decision relating to this item is set out in the open section of the minutes (item 14).

The meeting ended at 8.40pm

**CHAIR:**

**DATED:**

**DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 18 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY JULY 29 2009.**

**THE ABOVE DECISIONS WILL NOT BE IMPLEMENTABLE UNTIL AFTER THAT DATE. SHOULD A DECISION OF THE EXECUTIVE BE CALLED-IN FOR SCRUTINY, THEN THE RELEVANT DECISION WILL BE HELD IN ABEYANCE PENDING THE OUTCOME OF SCRUTINY CONSIDERATION.**



## Executive

MINUTES of the OPEN section of the Executive held on Wednesday July 29 2009 at 1.30 pm at Alfred Salter Primary School, Quebec Way, SE16

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**PRESENT:** Councillor Nick Stanton (Chair)  
 Councillor Kim Humphreys  
 Councillor Linda Manchester  
 Councillor Tim McNally  
 Councillor Adele Morris  
 Councillor David Noakes  
 Councillor Paul Noblet  
 Councillor Lisa Rajan  
 Councillor Lewis Robinson

### 1. APOLOGIES

Apologies for absence were received from Councillor Paul Kyriacou.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

The following items were identified as late and urgent. The leader agreed to accept the items as urgent for the reasons of urgency to be specified in the relevant minute:

- Disposal of Sites to Native Land: Affordable Housing for Bankside Section 106 Agreement (open and closed reports)
- Primary Capital Programme 2009-11 (open report)

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillor Paul Noblet and Lisa Rajan declared that they had a personal but non-prejudicial interest in relation to item 4, Canada Water Preferred Options Report, as they were trustees of Surrey Docks Farm.

Councillor Nick Stanton declared that he had a personal but non-prejudicial interest in relation to item 9, Potters Fields - Heads of Terms, as he was the chair of the Potters

Fields Management Trust.

#### 4. CANADA WATER PREFERRED OPTIONS REPORT

##### RESOLVED:

1. That the executive approve for consultation the Canada Water Area Action Plan Preferred Options Report as set out in appendix A of the report.
2. That the consultation plan (appendix B), the report on consultation carried out at issues and options stage (appendix C), the representations received on the Canada Water Issues and Options Report and the council's response (appendix D), the Sustainability Appraisal (appendix E), the Equalities Impact Assessment stage 2 report (appendix F) and the Appropriate Assessment (AA) carried out under the EU Habitats Directive (appendix G) be noted.
3. That the following changes to the documents as proposed by the planning committee and Executive Member for Regeneration be agreed:

Comment	Agreed Change
Page 14, paragraph 1: To add in as part of the objective that communities would not be welcomed.	To ensure the design, scale and location of new buildings helps create streets and neighbourhoods which have a varied character with no gated communities which enhance the area's green spaces and heritage, especially the River Thames, the docks and the parks, to create a distinctive sense of place.
Page 22, paragraph 3.2.3: To insert a sentence about working with Transport for London (TFL).	We will work with TFL to fund improvements to the highways.
Page 21, paragraph 3.2.2: To add in the Sustrans bridge and protection of the bridge head.	Add in the bridge and protection onto the map and within the text.
Page 21, paragraph 3.2.3: To insert the map.	The map was circulated at the executive meeting.

4. That the following recommended changes made by officers be agreed:

Comment	Agreed Change
Page 34, paragraph 3.5.1: To correct percentage in accordance with core strategy preferred option.	30% of new homes should have three or more bedrooms.

Page 35, paragraph 3.6.1: To seek to discourage provision of live-work units. In order to ensure that business space can meet the needs of a wide range of occupiers, we would not encourage provision of live-work units.

Page 35, paragraph 3.6.1: To clarify the position regarding Dock Offices and City Business Park Existing business space in the core area which is not identified in the schedule in section 4 of this document, including the Dock Offices on Surrey Quays Road and City Business Park on Albion Street would be protected by policies in the core strategy.

Page 59, figure 19: To add reference to Surrey Docks Farm. Required use: community use (Class D); retail use (Class A1/A3); open space and uses allowed within BOL designation. Other acceptable land use: ancillary residential use (caretaker's/farm flat); business use (Class B). Site specific guidance: use of the site should no compromise its designation as borough open land. The Thames path should be permanently reinstated if the site is redeveloped.

## **5. APPROVAL OF CY-PRES SCHEME FOR THE LIVESSEY MUSEUM**

### **RESOLVED:**

1. That acting as Trustees, executive agree the Charity Commission proposals for a cy-pres scheme for the Livesey Museum as set out in paragraphs 11-19 and at appendix 1 of the report
2. That progress made by Theatre Peckham towards realising the proposals for the Museum, agreed at the executive meeting of December 16 2008 be noted
3. That the next steps in taking this scheme forward, specifically be noted and the programme of consultation with key stakeholders set out in section 16 of the report

## **6. THE YOUTH OFFENDING TEAM - RESPONSE TO RECOMMENDATIONS OF CHILDREN'S SERVICES AND EDUCATION SCRUTINY SUB-COMMITTEE**

### **RESOLVED:**

That the the comments/recommendations of the Assistant Director – Specialist Children's Services and Safeguarding, in response to the recommendations of the children's services and education scrutiny sub-committee be noted as set out in the report.

**7. GATEWAY 1 - PROCUREMENT STRATEGY APPROVAL: LEASEHOLDERS AND ANCILLARY PROPERTIES - BUILDING INSURANCE**

**RESOLVED:**

1. That the the procurement strategy outlined in the report for the leaseholder and ancillary properties building insurance contract be approved.
2. That the award of the contract be delegated to the strategic director of environment and housing, subject to consultation with the executive member for housing as appropriate in order to meet the tight time constraints.
3. That the any decision on exercising the option to extend the contract be delegated to the strategic director of environment and housing.

**8. AUTHORISATION OF DEBT WRITE-OFFS ABOVE £50,000 FOR HEALTH AND COMMUNITY SERVICES**

**RESOLVED:**

That approval is given for write-off of the debt of £58,348.20 set out in the report.

**9. POTTERS FIELDS - HEADS OF TERMS**

**RESOLVED:**

1. That the terms in this report pertaining to the development of Potters Fields and eventual disposal of the Council's interest in land as outlined in the closed report be agreed.
2. That authority be delegated to the chief excutive to enter into an agreement for the development of Potters Fields in accordance with the terms outlined in the closed report.
3. That if the proposed development agreement is not substantially in accordance with these terms, the matter will be referred back to the executive for decision.

**DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING**



**10. DISPOSAL OF SITES TO NATIVE LAND: AFFORDABLE HOUSING FOR BANKSIDE SECTION 106 AGREEMENT**

**RESOLVED:**

1. That the following properties, as shown edged red on the attached plans, be sold on terms reported on the closed agenda.
  - Alice Street former car park Alice Street London SE1, as shown edged red on plan 1 in report;
  - Abbey Street (former children's home) London SE1, as shown edged red on plan 2 in report;
  - Whitstable Road (Tower Bridge Road) London SE1, as shown edged red on plan 3 in report;
  - 113 Lorrimore Road London SE17, as shown edged red on plan 4 in report.
2. That arrangements be made to put in place a licence of part of Abbey Street former children's home for community use on terms to be approved by the Head of Property such that this can be transferred to Native Land on completion.

**EXCLUSION OF PRESS AND PUBLIC**

It was moved, seconded and

**RESOLVED:**

That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in category 3 of paragraph 10.4 of the Access to Information Procedure Rules of the Southwark Constitution.

The following is a summary of the decisions taken in the closed section of the meeting.

**11. POTTERS FIELDS - HEADS OF TERMS**

The decision relating to this item is set out in the open section of the minutes (item 9).

**12. AUTHORISATION OF DEBT WRITE-OFFS OVER £50,000 FOR NATIONAL NON DOMESTIC RATES - CUSTOMER & CORPORATE SERVICES**

**RESOLVED:**

That approval be given for write off of the debts set out in Appendix 1 of the closed report (total amount £264,760.18).

## **DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING**

### **13. PRIMARY CAPITAL PROGRAMME 2009/11**

#### **RESOLVED:**

1. That the executive agreed that a project for a new dining pavilion at the Surrey Square Infant and Juniors Schools be included in the plant, fabric and modernisation element of the Primary Capital Programme (PCP) 2009-11.
2. That the executive agreed a change in the profile of that element of the PCP to take account of an offer of grant aid of £0.94m from the Aylesbury New Deal for Communities (NDC) to secure this project and ring-fenced by the NDC to these schools.

#### **EXCLUSION OF PRESS AND PUBLIC**

#### **EXCLUSION OF PRESS AND PUBLIC**

It was moved, seconded and

#### **RESOLVED:**

That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in category 3 of paragraph 10.4 of the Access to Information Procedure Rules of the Southwark Constitution.

The following is a summary of the decisions taken in the closed section of the meeting.

### **14. DISPOSAL OF SITES TO NATIVE LAND: AFFORDABLE HOUSING FOR BANKSIDE SECTION 106 AGREEMENT**

The decision relating to this item is set out in the open section of the minutes (item 10).

**CHAIR:**

**DATED:**

**DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 20 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, THURSDAY AUGUST 6 2009.**

**THE ABOVE DECISIONS WILL NOT BE IMPLEMENTABLE UNTIL AFTER THAT DATE. SHOULD A DECISION OF THE EXECUTIVE BE CALLED-IN FOR SCRUTINY, THEN THE RELEVANT DECISION WILL BE HELD IN ABEYANCE PENDING THE OUTCOME OF SCRUTINY CONSIDERATION.**

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>MEETING NAME</b> Executive
<b>Report title:</b>		End of year business report - 2008/9	
<b>Ward(s) or groups affected:</b>		N/A	
<b>From:</b>		All Chief Officers	

## RECOMMENDATIONS

1. That the Executive notes the end of year business report for 2008/09 (Appendix 1).
2. That Executive notes Southwark's outturns from the first year of the new National Indicator Set.

## BACKGROUND INFORMATION

3. The purpose of the business report (Appendix 1) is to consider council business covering 2008/09. This business report tracks progress against the council's core objectives through the corporate plan, and in line with *Southwark 2016*, the sustainable community strategy.
4. In April 2009 Council Assembly agreed the council's refreshed corporate plan, the main themes of which are listed below:
  - Places where people love to live
  - Everyone achieving their potential
  - Promoting healthy and independent living
  - Valuing the environment
  - Tackling the crimes which concern people the most
  - Transforming public services

## KEY ISSUES FOR CONSIDERATION

5. The business report (Appendix 1) outlines the key achievements and areas of challenge over the past year. It summarises the key outturn information and sets out plans for the future across each corporate plan priority.

## COMMUNITY IMPACT STATEMENT

6. The purpose of this report is to describe and highlight key council business and report on overall performance. As such no decisions are being made as part of this report and it therefore has no direct impact on communities. However, future decisions made on the basis of overall council performance as highlighted by this report would require detailed consideration of the impact on local people and communities as appropriate.

**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Corporate Plan, Local Area Agreement, Southwark 2016, Community Strategy	Corporate Strategy and Strategic Partnerships, 160 Tooley Street London, SE1 2TZ	Simon Chambers 020 7525 7495
National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions	Department for Communities and Local Government: <a href="http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators">http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators</a>	Department for Communities and Local Government 020 7944 4400

**APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	End of Year Business Report 2008-09

**Audit Trail**

Lead Officer	Eleanor Kelly, Deputy Chief Executive	
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# End of year business report 2008/09

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## Introduction

1. This report represents the council's end of year business report for 2008/09. The report tracks progress against the council's core objectives, as set out in the refreshed corporate plan and in line with Southwark 2016, the sustainable community strategy.
2. The council's achievements and challenges over 2008/09 should be placed within the context of the current economic climate and the global recession.
3. Some of the key achievements of the council during 2008/09 are highlighted below:
  - Good progress was achieved on the Local Development Framework with consultation completed on: the Core Strategy issues and options, the Aylesbury Area Action Plan submission document, and issues and options for the area action plans covering Canada Water and Peckham and Nunhead.
  - All of the boroughs major regeneration schemes are broadly on track and are continuing to deliver through the recession. The Aylesbury team have recently been successful in receiving a share of £1.7 billion from the Homes and Communities Agency to deliver new homes in the borough.
  - Supporting residents affected by the recession through innovative schemes such as Southwark Works.
  - Good progress on reducing the number of NEETs in the borough.
  - Continued improvement in young people's achievement at both Key Stage 2 and Key Stage 4.
  - Improvements across a range of key health inequalities targets, including life expectancy.
  - Reductions in almost all categories of offending and crime over the past year.
  - MUSCo selected by the Clinton Foundation as one of twelve worldwide projects that promotes sustainable development.
  - Recognition that Southwark's streets are the fourth cleanest streets in the capital.
  - The council's move to a new administrative headquarters at Tooley Street continuing on time and to budget.
  - The council is rated as a three star authority judged to be improving well.
4. Based on progress over the past year some of the areas that will be a focus during 2009/10 include:
  - Improving the quality of all homes and neighbourhoods, including continuing to deliver a programme of investment to improve the condition of our housing stock to the Southwark decent homes standard.
  - Progress on the local development framework to submission of the Core Strategy to the Secretary of State and adoption of the Aylesbury Area Action Plan.
  - The development and implementation of a new housing strategy closely aligned with the housing elements of the new Local Development Framework Core Strategy.
  - Closer working between planning, housing and property in achieving site regeneration.



- Close working with development partners and the GLA on the production of a planning document for the London Bridge and Bankside Opportunity Area to continue high levels of investment and quality of regeneration activity in those areas.
- Understanding the implications, for the council and its partners, of the Lakanal House fire and addressing the outcomes of the investigations currently underway.
- The agreement and implementation of a health inequality strategy for the borough and delivery of personalisation programme for health and social care.
- A comprehensive review of Southwark's Children and Young People's Plan.
- Improving the attainment of looked after children.
- Work across all areas of community safety particularly within the context of the recession, such as programmes to reduce the number of incidents of domestic violence.
- Continue to address the rate of council tax collection.
- Ongoing implementation of the climate change strategy and related action plans.
- Continued development of the council's modernisation programme.
- Monitoring the impact, both social and financial, of the recession across all council services.

## Places where people love to live

*Whether in Bermondsey, Peckham, Dulwich or any other of Southwark's unique areas, residents are proud of where they live. People want well designed, safe areas with good public services and attractive green space that they can enjoy. We will work with residents to support economically active, healthy and strong communities where people love to live and participate and where they can achieve their potential.*

### Achievements 2008/09

5. The Local Development Framework Core Strategy sets out the strategic spatial plan together with targets for new housing in the borough for the next 15 years. The process of achieving widespread support for the strategy through consultation on issues and options was started in 2008/09.
6. Southwark has continued to progress in its major regeneration schemes during 2008/09. However the council recognises that the impact of the recession will increase the challenge to delivering core objectives. All of the council's projects will continue be monitored closely during 2009/10, particularly within the context of the changing market conditions for development and renewal across the borough.
7. The council is committed to work towards the regeneration of the Aylesbury estate. The regeneration aims to incorporate the highest design standards, a good mix of uses, and a layout that will meet the needs of current and future generations and create a place with a strong sense of community. To achieve this vision, during 2008/09 there was considerable work underway at the Aylesbury estate, not least the signing of Phase 1a of the Aylesbury Development Agreement in August 2008. The Aylesbury Area Action Plan sets out how regeneration of the area will be achieved and, in consultation with the community, it has reached the stage of submission to the Secretary of State. Work has also begun on the south-west corner of the site.
8. Other key achievements in 2008/09 include the establishment of specialist residents groups to input into the regeneration process, including the Aylesbury Steering Group and the Aylesbury Neighbourhood Team. Following their success in 2008/09 the Aylesbury Neighbourhood Team has recently been successful in receiving a share of £1.7 billion from the Homes and Communities Agency to deliver new homes across the borough.
9. The regeneration of Bermondsey Spa is a key component of the borough's regeneration programme. The programme delivered key milestones during 2008/09 with the completion of over 100 new affordable homes. St James' Churchyard has now been completed and the completion of the first phase of St James Square, including new affordable homes, is due during 2009. The construction of a further 552 mixed tenure homes in the area has commenced, and the Artesian building has been completed as part of the Bermondsey Spa redevelopment with homes of public and private tenure, a health centre and community facilities.

10. The Canada Water Area Action Plan has reached the issues and options stage. The Canada Water Library works contract was awarded in October 2008 and construction work commenced in June 2009. This will provide a 21<sup>st</sup> century library service, space for cultural activity, adult and family learning, community meeting space integrated with a new public plaza. Construction of homes at the heart of Canada Water is continuing apace as part of the development agreement between the Council and partners.
11. There has been extensive work at the Elephant and Castle during 2008/09. Achievements include the refurbishment of St. Mary's Churchyard, the successful implementation of the Heygate action plan and rehousing of residents, and development of the MUSCo programme, which has led to the recent selection of Elephant and Castle as one of the projects on the William J Clinton Foundation as an example of sustainable growth.
12. The Cleaner Greener Safer (CGS) programme continues to make a substantial impact on the environment and quality of life across Southwark. 2008/09 was the sixth year of the CGS programme and saw 220 CGS projects completed, with a target for 2009/10 of 300 completions. CGS is a successful and popular programme, in which all the ideas come directly from the public. Each year more than 500 applications come in from individuals and communities across Southwark, following extensive publicity, consultation and local engagement work. Projects address a wide range of social needs, and range in size from planting just a few trees up to complete transformations of shopping parades, ball courts and playgrounds.
13. Larger scale environmental and transport projects are also underway. During 2008/09 the Salisbury Row Streets for People project got underway, which will see a new park, traffic calming and resurfacing works that will address many issues across the area. Funds were secured for the Connect 2 project, a network of cycle and walking routes radiating out from a refurbished railway bridge in South Bermondsey. A design completion was held for improvements to the Amelia Street neighbourhood, where again residents have taken a central role in defining the scope of works and helped to choose the winning consultant. Several other transport projects have been implemented, such as footway and carriageway resurfacing, 20mph zones, cycling facilities and measures to improve bus stops and routes.
14. There has been continued improvement across the council's planning indicators. The council improved its time in processing of planning applications that are submitted from small scale building extensions through to large scale regeneration projects. During 2008/09 all statutory targets for planning applications were exceeded, with particularly strong improvement from 2007/08. This is particularly important through the current recession to ensure that the council provides the opportunities for regeneration and development projects to be undertaken, which will provide jobs and employment for local people and local firms.
15. In line with delivering an improved space for people to live, the council exceeded its target of reducing the number of households living in temporary accommodation. From 1105 households living in temporary accommodation in quarter 1, this figure was reduced to just 909 households at the end of quarter 4.

### Areas of Challenge

16. In consultation with its tenants and leaseholders, Southwark took the positive decision in 2005, reaffirmed in the Council's decent homes review in 2008, to retain ownership and management of its housing stock (where it is the wish of residents), remaining one of the largest landlords in the country. Despite the challenging economic conditions, during 2008/09 Southwark invested over £73 million in measures contributing to the decent homes and Southwark decent homes standard, in addition to carrying out other improvement works to its stock; 23,000 properties had such work. Southwark's decent homes target is however marginally below target for 2008/09. Provisional figures, based on the 2002 stock condition survey, show that the number of properties made decent during 2008/09 was 1,997, compared to a target of 2,300. The current outturn figures and targets are provisional and will be subject to change after the stock condition database is updated in the autumn following the most recent stock condition survey.
17. There are twenty-eight housing regeneration schemes that are currently due for completion in 2009/10, providing local people with the opportunity to live in properties that meet Southwark's decent homes criteria. Additionally, a new Housing Strategy is in the process of being finalised. The Housing Strategy has been developed with input from the multi-agency Housing Strategic Partnership and residents and will outline Southwark's ambitions to meet housing need and improve the housing stock across all tenures.
18. The council was marginally below its target on the creation of new affordable homes. Against a target of 500, during 2008/09 the council delivered 479 new affordable homes. This reflects difficult economic conditions and the challenges this poses for the council in delivering regeneration across the borough.

### Outturn data 2008/09

Indicator	LAA	Unit of measure	2008/9 Performance End year outturn	2008/9 Target	Comments
(Local) Number of homes made decent		Number	1997.00	2300.00	Provisional. Complete dataset expected November 2009.
(Local) No. of non-LA owned dwellings returned to occupation or demolished	LAA	Number	142.00	120.00	
(NI1) % of people who believe people from different backgrounds get on well together	LAA	Percentage	74.70		Place survey

Indicator	LAA	Unit of measure	2008/9 Performance End year outturn	2008/9 Target	Comments
(NI154) Net additional homes provided	LAA	Number	Not available	1630.00	Annual survey started July 2009 to assess the number of homes provided. Final outturn for this indicator will be available in the Annual monitoring return in December 2009.
(NI155) Number of affordable homes delivered (gross)	LAA	Number	479.00	500.00	
(NI156) Number of households living in Temporary Accommodation	LAA	Number	909.00	990.00	

#### **CASE STUDY – Heygate Rehousing Team**

The rehousing of Heygate residents and demolition of the Heygate estate is central to the regeneration of the Elephant and Castle.

In November 2007 the council set up the Heygate Rehousing Team to provide the seamless planning and delivery of services.

This management team of strategic and operational officers covers a range of disciplines. The team has two areas of focus in order to deliver against its objectives:

Case management:

- An end to end proactive management of cases. A one size fits all solution is not appropriate, instead transition plans are developed for each resident

Estate management:

- Managing the area to ensure the estate remains a safe and clean place.

Key successes to date (June 2009) include:

- 573 secure tenants re-housed
- A new approach for elderly and vulnerable residents
- 23 crack houses closed
- A new anti squatting strategy resulting in 0 squatters on the estate since Jan 2009
- 957 properties welded and 0 re-entries
- 80% of leaseholders re-purchased
- A pioneering leaseholder assistance package
- 34% reduction in crime and ASB during last quarter of 2008/09

The feedback to management team from tenants, leaseholders, staff and partners has been overwhelmingly supportive. Under difficult and complex circumstances, the project has been a huge success. This has been due to the management team's drive and commitment to deliver a sustainable change for those who live, work, enjoy and travel through the area.

As recognition of this success the Heygate Rehousing Team was 'Highly Commended' in the Management Team of the year award category at the Local Government Chronicle Awards. To put this success into perspective, Southwark's Heygate Rehousing Team, were only one of 36 finalists across 17 categories in a field of 600 entries.

### Plans for the future

19. In 2009/10 the Local Development Framework Core Strategy will progress through submission to the Secretary of State and an examination in public to adoption. This will provide a robust, deliverable regeneration programme for the borough for the next 15 years and strategic direction for the more detailed area action plans for Aylesbury, Canada Water and Peckham and Nunhead. There will also be supplementary planning documents (SPDs) providing direction for future development in the London Bridge and Bankside, Dulwich, Camberwell and Old Kent Road areas.
20. Over the next two years the council plans to advance the regeneration of the borough by progressing plans in Bermondsey Spa, Canada Water, Peckham, Camberwell, Elephant and Castle and Aylesbury, and through the Local Education Partnership (LEP) building and refurbishing schools across 13 sites borough-wide. At the Aylesbury this will include an outline bid for submission to secure £120 million of Private Finance Initiative (PFI) funding for the area. In July 2009 the Executive agreed to enter into a new exclusivity agreement with Lend Lease Europe Ltd. This enables the council and Lend Lease to conduct commercial negotiations with the confidence that no other developer is being considered by the council.
21. Work will continue on the establishment of the Multi-Utilities Services Company (MUSCo), a revolutionary way to deliver utilities to an expanded population with no intended increase in the carbon footprint.
22. The council will continue its commitment to improve individual life chances and the educational potential of young people by overseeing the commencement of work at Walworth Academy, Globe Academy, St Michaels and Tuke schools.
23. The first phase of the Aylesbury Project will deliver 260 new homes for Aylesbury residents, commercial units and a state-of-the art Aylesbury Resource Centre, which will provide facilities for people with sensory, neurological and physical disabilities, along with health and therapy services, adult education, employment support, and IT.
24. The council will work collaboratively with our central government partners, particularly the new Homes and Community Agency, to secure the necessary financing for the delivery of the rest of the regeneration programme at the Aylesbury.
25. Work will start on multiple sites across Canada Water and Bermondsey Spa and the new Canada Water Library will be completed, as well as a new public square. Work will also begin on the Wooddene site in Peckham and on multiple sites on the Elmington Estate in Camberwell. These schemes will contribute to the delivery of over 1,000 new homes over the medium term. The redevelopment of the Wooddene site will also deliver a Combined Heat and Power facility that will serve the new development and the existing community.
26. The council's housing strategy will be developed for agreement by Executive in 2009/10. The implementation of this key strategy will enable the council to improve the quality of existing housing; increase the supply of good quality housing; enable

choice while meeting housing needs; and prevent homelessness and reduce the use of temporary accommodation.

27. In light of the current recession a revised affordable housing target was agreed with the Mayor's office in February 2009. The new target is 2,453 homes for 2008/9 – 2010/11. The council has also entered into a strategic partnership arrangement with the Homes and Communities Agency to focus investment into supply of housing in borough to 2010/11 and beyond.
28. On Friday 3 July 2009, there was a major fire at Lakanal House. As a result of the fire, six lives were lost and the council needed to re-house the entire block. The fire was one of the largest emergency situations that Southwark has dealt with in recent years. Responding to this tragedy will be a key focus for the council with regards to re-housing of residents, ensuring the safety of residents in similar blocks across the borough and addressing outcomes from the ongoing investigations to supporting planning for the future.

## Everyone achieving their potential

*We want people to have a real chance to succeed and to have the opportunity to achieve their potential. For this to happen, and to help break the cycle of poverty, children and adults need the backing of their families, communities and the council. We need to ensure that people have access to the skills, training and advice they need and that businesses are supported and attracted into the borough.*

### Achievements 2008/09

29. 2008/09 has seen Southwark building on educational improvements of recent years and delivering programmes and projects, such as Southwark Works, which continue to offer training and employment for Southwark residents; particularly important within the context of the recession.
30. In 2008 Southwark's pupils achieved the best ever results at key stage 2 with results for English, maths and science improving at a greater rate than the national average. There was a rise in the rate for English from 76.5% to 78%, a rise in the rate for Maths from 71.6% to 76% and a rise for Science from 83% to 85% when compared to the previous year. The provisional Key Stage 1 results showed improvement for reading and writing, rising from 78% to 79% for reading and from 73% to 74% for writing. Performance was 85% for maths, and rose from 80% to 81% for science.
31. GCSE results have also shown a considerable improvement. The 2008 data shows that the proportion of pupils achieving 5+ GCSEs at grades A\*-C has improved from 52.7% to 56.2%, a rate of improvement that is in line with the national rate of improvement. Similarly the proportion achieving 5+ GCSE's at grades A\*-C including English and maths has improved by over 4 percentage points to 42.7%. This is considerably above the national rate of improvement of 2%.
32. Provisional KS2 results released in July 2009 continue to demonstrate the progress that Southwark is making in raising educational attainment in the borough. Southwark's results are now the same as the national results for maths and English combined, and the council is now performing in-line with outer-London boroughs. Provisional KS4 results also mirror this progress towards national averages, with an improvement of 3.9% reported in the headline indicator of 5+ A\*-C including English and mathematics. A more detailed analysis of provisional results, including trend analysis, will be reported in the council's half-year business report for 2009/10.
33. Improving the borough's schools is core to the council's ambition for major regeneration. A core part of this is the council's commitment to the Building Schools for the Future (BSF) project. During 2008/09 the council reached agreement on the £200m Local Education Partnership (LEP). This concluded an intensive 20-month procurement process, with Balfour Beatty (trading as Transform Schools) and Building Schools for the Future Investments joining Southwark council to form the new Local Education Partnership (LEP) company, 4 Futures.



34. In the current economic climate it is imperative that the council concentrates efforts on the reducing the number of young people not in employment or training (NEET) in the borough. There has been a reduction in NEETs to 8.8%, down from 10% in 2007/08 and above the LAA target for 2008/09 of 10%. The reduction has been due in part to targeted work with those with poor attendance at end of Year 11 (e.g. 5 hot spot schools targeted and being supported) and the development of Foundation 2 Work programme in Southwark College where 40 young people NEET have been enrolled since January 2009 and therefore taken off the NEET register.
35. The Southwark Works programme is a key component of the council's response to the recession and provides a network of employment advisers linking across key service areas including health, social care, housing, refugee and offender support. 700 people have been supported through this programme during 2008/09 with 27% moving into accredited training and 18% into work. Also 2008/09 saw the launch of Young Southwark Works, providing access to part time retail opportunities for 30 young people since November.
36. Southwark's Adult Learning Service provides further opportunities for people aged 19 and above as well as for family learning. In recent years the service has made significant improvements, significantly exceeding national average achievement in some areas and achieving a "satisfactory" rating in the recent OFSTED.
37. A further aspect of the council's response to the recession has been in the construction industry where the council's Building London Creating Futures programme has continued to work on major developments in the borough including sites at Canada Water, Camberwell and Elephant and Castle to support local people in accessing the job opportunities they generate.
38. Supporting businesses through the recession is a key local priority. Southwark's self-employment rate increased by almost 1% between 2008 and 2009 after a 2.2% decline in the previous three years. It will be important to continue to monitor the impact of the recession through such indicators to help strengthen appropriate preventative strategies and plans.
39. To support Southwark businesses access public sector contracts the Supply Southwark Group was launched and a local procurement action plan developed. This will improve advertising of local authority contract opportunities and help to embed wider economic benefit clauses within the contracting process and planning agreements.
40. Jobseekers allowance (JSA) data shows a 43.5% increase in the borough's 'stock' of claimants between April 2008 and April 2009, bringing the total 'stock' to 8,974. This was the 9th smallest increase in comparison to all 33 London Boroughs and compares well to London's 61% increase and the UK average rise of 86.4%.
41. The working age population qualified to at least level 2 (GCSE, NVQ Level 2) has increased by 7.14% of working age residents (to 73.79%), surpassing London and England figures. Those qualified to at least level 3 and 4 in the borough are also higher than regional and national figures at 59.85% and 44.38% respectively. The up skilling of local residents is particularly important given the current economic climate and the need to effectively plan for recovery.

### Areas of Challenge

42. The attainment of looked after children is a key area of focus. In 2008 just under a third (8 out of 26 or 31%) of children in care reached a level 4 or above in English at Key Stage 2. This is a decrease from 60% in 2007 and was below the target of 50%. In maths 27% (7 out of 26) of children in care reached a level 4 or above at Key Stage 2. This compares to 40% last year and is below the target of 50%. The council recognises the importance of delivering further improvement in educational outcomes for our children looked after, particularly at KS2. In particular there is a programme of work with the British Association for Adoption and Fostering (BAAF) to develop 13-week training courses for foster carers looking after children who are currently studying at KS1 and KS2.

### Outturn data 2008/09

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(Local) Number of young people 16/17 spending more than 6 weeks in B&B	LAA	Number	0.00	0.00	
(Local) Apprentices achieving full framework qualification		Number	Not available	85.00	Target is for August 2010 and data will be available then.
(Local) % of working age population with no qualifications	LAA	Percentage	13.30	20.17	2008 calendar year data from Office for National Statistics (ONS)
(Local) Working age people on out of work benefits - in the worst areas	LAA	Percentage	Not available	25.30	Data expected October 2009.
(NI62) Stability of placements of looked after children: number of moves		Percentage	14.10	12.00	
(NI72) At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	LAA	Percentage	40.30	50.00	2007/8 academic year.
(NI73) Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	LAA	Percentage	70.10		2007/8 academic year. 2007/8 is the baseline year.

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(NI75) Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	LAA	Percentage	42.70	44.00	2007/8 academic year.
(NI82) Inequality gap in the achievement of a Level 2 qualification by the age of 19	LAA	Percentage Points	67.76	63.00	2007/8 academic year.
(NI87) Secondary school persistent absence rate		Percentage	5.10		2007/8 academic year.
(NI92) Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	LAA	Percentage	35.50	33.00	2007/8 academic year.
(NI93) Progression by 2 levels in English between Key Stage 1 and Key Stage 2	LAA	Percentage	86.30		2007/8 academic year. 2007/8 is the baseline year.
(NI94) Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	LAA	Percentage	79.80		2007/8 academic year. 2007/8 is the baseline year.
(NI99) Children in care reaching level 4 in English at Key Stage 2	LAA	Percentage	31.00	50.00	2007/8 academic year.
(NI100) Looked after children reaching level 4 in mathematics at Key Stage 2	LAA	Percentage	27.00	50.00	2007/8 academic year.
(NI101) Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	LAA	Percentage	Not applicable		To commence in 2009/10.
(NI114) Rate of permanent exclusions from school	LAA	Percentage	0.06	0.08	2007/8 academic year.
(NI117) 16 to 18 year olds who are not in education, employment or training (NEET)	LAA	Percentage	8.80	10.00	
(NI148) Care leavers in education, employment or training	LAA	Percentage	61.90	68.00	
(NI152) Working age people on out of work benefits	LAA	Percentage	Not available	14.70	Data expected October 2009.

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(NI163) Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 2	LAA	Percentage	73.79	65.83	
(NI108ia) % KS4 level 4+ English & Maths - White British	LAA	Percentage	38.60	39.00	2007/8 academic year.
(NI108ie) % KS4 level 4+ English & Maths - Any Other White Background	LAA	Percentage	42.90	51.00	2007/8 academic year.
(NI108) % KS4 level 4+ English & Maths - Black African	LAA	Percentage	51.00	44.00	2007/8 academic year.
(NI108iia) % KS4 level 4+ English & Maths - Mixed White and Black Caribbean	LAA	Percentage	40.60	40.00	2007/8 academic year.
(NI108iid) % KS4 level 4+ English & Maths - Any Other Mixed Background	LAA	Percentage	46.90	58.00	2007/8 academic year.
(NI108iva) % KS4 level 4+ English & Maths - Black Caribbean	LAA	Percentage	27.30	34.00	2007/8 academic year.
(NI108ivc) % KS4 level 4+ English & Maths - Any Other Black Background	LAA	Percentage	36.00	29.00	2007/8 academic year.
(NI108vi) % KS4 level 4+ English & Maths - Any Other Ethnic Group	LAA	Percentage	37.30	51.00	2007/8 academic year.

### **CASE STUDY – Southwark Apprenticeship scheme**

Since 2006 Southwark have provided a comprehensive apprenticeship programme providing local people with the opportunity to earn and learn.

We are one of 17 London councils who have set specific apprenticeship targets, being committed to securing 82 fully qualified apprentices by 31st August 2011, and a total of 157 apprentices by 2012.

We recruit local residents including many young people leaving care and give them the opportunity to gain the necessary experience, qualifications and skills that provide a solid foundation for a life of work. This scheme tackles worklessness, supports social regeneration, and reduces local benefit claims. It has also led to sustainable employment opportunities

To date we have provided apprenticeships in the trade areas of plumbing, plastering, electrical and carpentry and also business and administration, customer service, health and social care, accounting and ICT at Levels 2 & 3. In September we will welcome a further 25 apprentices to the programme, some undertaking new apprenticeships, such as Family Aids and placements in community safety to tackle issues such as guns and knife crime.

The scheme is proving extremely successful with apprentices moving into permanent jobs within the Council or partner organisations (such as Vangent, the PCT and the council's development partners) and others moving to organisations such as the probation service. Some apprentices are choosing to use the UCAS points they gain when they complete their Level 3 Apprenticeship to access university facilitating their academic aspirations.

We are exploring new partnerships with organisations such as the Imperial War Museum to develop and ensure the growth of the partnership approach, led and facilitated by the Council.

### Plans for the future

43. 4 Futures (the council's new LEP) will deliver seven secondary school rebuilds, two brand new schools and four building refurbishments across Southwark. This is a central part of Southwark's £4bn regeneration programme. The shared expertise that the partners involved in 4 Futures will bring to Southwark will help to provide residents with good quality education choices.
44. Southwark will review, refresh and re-launch the Employment and Enterprise Strategies in 2009-10 to ensure support for Southwark's most disadvantaged communities into work or training, increasing employment in the borough and enhancing the sustainability of local businesses. To encourage commercial landlords to support businesses through a difficult economic period, the Local Authority plans to permit all tenants of 'low and medium value shops' with a rent payable level at or below £50,000 per annum to move from quarterly to monthly payments on application. Southwark's enterprise partnership has pledged to focus Working Neighbourhoods Fund (WNF) to support provision to businesses most in need of assistance in 2009/10, in order to allow them to keep trading. The partnership also plans to further roll out of the Improving Local Retail Environments (ILRE) programme across priority sites in the borough.

45. Southwark's enterprise partnership will also direct WNF funded support in 2009/10 for people out of work through Southwark Works and other specialist provision. The council will also develop a programme of employment support and work placement for younger people through the Future Jobs Fund. To extend the reach of employment and training support the council will continue to provide access to these services through a range of different sites across the borough. In addition Southwark will continue to work with developers to ensure that major regeneration projects and developments including Aylesbury Estate, Elephant and Castle and the Shard of Glass are linked to improved economic outcomes for local people and businesses.
46. Southwark will continue to support schools through 2009/10 and beyond, including through the Key2Success programme. Work will also take place collaboratively between the council and local families to improve attainment at all key stages, with a particular focus on KS1, KS2 and high achieving pupils. Alongside this, a programme of targeted work to improve outcomes for underachieving and vulnerable groups, particularly children looked after and KS4 for BME, is being delivered. There will be further joint working with all schools across the borough to improve attendance and exclusion levels.

## Promoting healthy and independent living

*When people are able to make informed choices about the way they live their lives they are happier and healthier. We will foster independence, help people to take more responsibility for improving their own health, encourage active lives and recreation, and make services more accessible and responsive to community needs. We will continue to support our most vulnerable residents to live fulfilling lives and not allow physical or mental ill health to be a barrier to self-confidence and employment.*

### Achievements 2008/09

47. The council recognises that there are several challenges in improving the overall health of people in Southwark and is therefore working to tackle health inequalities. For example in 2008/09, in partnership with the PCT, the council launched initiatives such as MOT health checks and stopping smoking outreach clinics amongst vulnerable groups in the borough.
48. A key achievement for the year was the delivery of the centrally set smoking cessation target for the first time in the programme. This was prioritised and driven by the Healthy Southwark Partnership. Southwark met its smoking cessation target, with 1,277 people recorded as quitting smoking, against a target of 1,225.
49. Good progress is being made on a range of key health inequalities measures. Life expectancy targets for both males and females as set by the Department of Health as a contribution to national targets have been exceeded. This is not the case in the majority of "spearhead" areas with high levels of inequalities who were given these stretch targets. Of particular importance is the improvement in male life expectancy where the gap between Southwark and comparators has been significantly reduced. Mortality rates in the 'big' killers such as cardio-vascular disease have declined steeply over recent years with the help of focused interventions with our partners. Recent survey data indicates that people report experiencing higher levels of good health than in many comparator areas with lower levels of deprivation indices.
50. Other positive trends include mortality rates from suicide. Local mental health services have been recognised as excellent by the Healthcare Commission in 2008 ratings, and comparatively high numbers of people are in effective treatment for substance misuse problems.
51. The healthy schools initiative has been a key programme in tackling health inequalities in Southwark. In 2008/09 83% of Southwark schools (79 schools) have attained National Healthy Schools Status (NHSS) and 100% (95 schools) are participating in the program. This reflects an improving performance from 07/08 outturn of 69% NHSS (66 schools) and exceeding the current 2008/09 target of 80%.
52. There was improved performance around early access for women to maternity services. Around 60% of pregnant women in Southwark had completed a full assessment by a midwife or a maternity healthcare professional, against a target of 50%. This service helps gives women the full benefit of personalised maternity care and therefore improves outcomes and experiences for both mother and baby.

53. During 2008-09, significant progress was made towards meeting the LAA improvement target to increase the number of social care service users receiving self directed support, with an overall increase of 20% during the year; including a 40% increase in the number of older people choosing to direct their own care arrangements. However this is short of the step change in numbers anticipated. Moving forward through 2009/10 the broader personalisation programme for social care will support improvement and create greater opportunities to further encourage independence and well being.
54. The Council's innovative approach to addressing key priorities such as the ageing population has been spearheaded through working in partnership with a new social enterprise, Southwark Circle, which was launched in spring 2009. Southwark Circle is a membership organisation that will provide a new level of support to the over 50s with the aim of helping older people live fuller and more independent lives. By building strong social networks based in neighbourhoods, members will be empowered to make more informed choices and decisions in their daily lives.
55. The Mayors charity in 2008/09 was Diabetes UK and over the course of the year £30,000 was raised on behalf of the charity. Furthermore, in May 2009 the Guys & St Thomas Charity trustees agreed to support a Modernisation Initiative for diabetes. The partners in this initiative (other than the Charity) are Southwark PCT, Lambeth PCT, Guys & St Thomas Foundation Trust and Kings Health Partners (the new Academic Health Sciences Centre). £400,000 will be released to establish the programme. Further funds will be made available to run the 3 year programme.
56. The council is investing £12.3 million in its leisure centre provision. This will significantly improve facilities in order to encourage more local people to take part in physical activity as well as harnessing enthusiasm for sport generated by the 2012 London Olympic and Paralympic Games. The council is participating in the national free swimming programmes for over 60's and under 16's and this provision is built into the new leisure management contract with Fusion. In the last two years, satisfaction with leisure provision in Southwark has continued to rise, and participation rates have also improved.
57. As well the council's commitment to improving the health of its residents, during 2008/09 Southwark also offered a range of opportunities for council staff to enable them to live healthy and independent lives. The offer of flexible working hours will ensure that staff members are able to secure a good work/life balance. The council has created partnerships with local gyms in order to offer discounted gym membership for its staff. Southwark has also held sessions for staff, on relaxation, healthy eating workshops and health MOTs.

#### Areas of Challenge

58. There remain a number of areas where health inequalities indicators for Southwark as a whole are below average. However the council, together with the Primary Care Trust, will be focussing on World Class Commissioning and LAA priorities including cancer, heart disease, infant mortality, diabetes, mental health, improved access to psychological therapies and substance misuse.



59. Tackling the causes of unhealthy weight in children is a complex issue at both a local and national level requiring partnership solutions to achieve improved outcomes for children and young people. Although there has been much progress in this area during 2008/09, especially ensuring that targets will be reached with regards obesity in year six and the healthy schools initiative, this area still remains a concern and childhood obesity rates in Southwark remain one of the highest in the country. 2009/10 will see activities progressed to continue to tackle childhood obesity, including the family weight programme, community games and the healthy schools initiative.
60. The rate of teenage conceptions is of concern at both a local and national level. Southwark has a high rate at 76.2 per 1,000 per population, compared to its statistical neighbour's average of 57.5. However, looking at longer term trends, teenage pregnancy has still fallen considerably from the 1998 baseline of 87.2. While rates of pregnancy in teenage years remain high when compared with the national average, there has been an ongoing programme of work to reduce these rates using analyses of lessons from elsewhere. A recent review of the strategy and action plan has led to an increased focus on easier availability of contraception including a comprehensive communication strategy developed in partnership with young people themselves, and a higher profile approach to sex and relationship education for young people in schools and youth centres.

#### Outturn data 2008/09

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(NI40) Number of drug users recorded as being in effective treatment	LAA	Number	1554.00	1698.00	
(NI56i) Percentage of children in Year 6 with height and weight recorded who are obese	LAA	Percentage	26.00	27.86	2007/8 academic year (data and target).
(NI112) Under 18 conception rate	LAA	Percentage	Not available	-22.50	Data available for 2007/8 outturn: - 12.6%. Rate actual 76.2 per 1,000 15-17 year old females. Calendar year 2008 data, used to calculate 2008/9 outturn will be available February 2010. 2008/9 target expressed as a rate is 67.6 per 1,000 15-17 year old females.

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(NI120f) All-age all cause mortality rate - female	LAA	Rate per 100,000	479.71	472.00	2008 calendar year provisional data. Final data expected January 2010.
(NI120m) All-age all cause mortality rate – male	LAA	Rate per 100,000	764.98	727.00	2008 calendar year provisional data. Final data expected January 2010.
(NI123) Stopping smoking	LAA	Rate per 100,000	567.00	564.00	1,277 people were supported to quit smoking, and the target was 1,225.
(NI126) Early access for women to maternity services	LAA	Percentage	59.90	50.00	
(NI130.09) Social care clients receiving Self Directed Support	LAA	Percentage	137.13	199.00	
(NI141) Percentage of vulnerable people achieving independent living	LAA	Percentage	80.31	75.00	

### **CASE STUDY – Community Stop Smoking Advisors**

The aim of community stop smoking advisors is to target hard to reach groups within Southwark; those smokers who are less likely to make use of NHS stop smoking services.

After an initial assessment clients are seen on a weekly basis. The clients smoking history is examined and the twin aspects of their addiction to smoking, physical and emotional, are discussed. With this information they are assisted to plan their quit attempt, examining the pharmacological aids for reducing cravings for nicotine and the coping strategies that will help to get them through the first few difficult weeks after stopping smoking.

One such person was a fifty-eight year old Peckham resident. When the advisor met her she had been smoking for over thirty years. She was smoking five to six cigarettes a day, having the first one almost as soon as she got up. This, together with the fact that she recorded a CO<sub>2</sub> score of 20 ppm (parts per million) suggested that she had a high level of dependence on nicotine, higher than might have been expected given the number of cigarettes she smokes.

The first few weeks were very difficult however having the opportunity to talk about these situations at weekly follow-up sessions helped the patient to see that giving in to the urge to smoke would have made her feel worse rather than better. The patient and the advisor often kept in touch via text messages, allowing the advisor to respond promptly to any difficulties that she was experiencing.

Despite initial problems she remained smoke free and her self-esteem grew with each week that she continued not to smoke. A considerable improvement in her breathing was noted and her CO level reduced from 20 ppm at her assessment session to 2 ppm afterwards. After now not smoking for some period of time she also started to realise various benefits including a greater sense of smell, becoming more calm and positive thinking, the ability to do more exercise and increased levels of confidence.

### Plans for the future

61. 2009/10 will see the roll-out of an overarching Health Inequalities Strategy that has been developed for the borough. The strategy will aim to strengthen the community engagement systems utilised by the Healthy Southwark partnership.
62. The council, with its partners, will continue to tackle the main challenges around teenage pregnancies. A new strategy has been developed between the council and its partners, which will focus on easier access to contraception for young people and a higher profile approach to sex and relationships education. Intervention plans will include a comprehensive communications strategy developed with young people in order that they have improved access to sexual health services and a targeted approach to groups of young women who are at a greater risk of pregnancy.
63. The council will prioritise keeping people safe by embedding safeguarding arrangements across the council and partner agencies. This will include speedier completion of investigations and more training for care staff and assuring the quality of investigations, plans and partnership working. Further, in 2009/10 the Southwark Safeguarding Adults Partnership Board will prioritise the development of strategies to combat financial abuse and implement recommendations from the Care Quality Commission's Independence, Wellbeing and Choice inspection of adult social care.
64. With the support of the Safeguarding Children Board the council will continue to ensure that all staff in front line services are adequately trained to recognise the signs and symptoms of child abuse and that all staff working with children have up to date CRB checks that are regularly reviewed. In addition the council will ensure that post baby Peter, social workers receive good support, training and supervision to constantly improve the quality of practice.
65. The council is in the process of developing work to personalise health and social care services for local residents and this will be a key area of focus over the medium term. During 2009/10 the council will promote through the personalisation programme a number of key projects and programmes. These include aiming for at least 1000 people to have agreed a Personal Budget during 2009/10, to enable them to have more control over their package of care. This is a major change in approach to delivering social care services and will require a focus on building staff capacity through appropriate training in order to achieve policy objectives.

## Valuing the environment

*Southwark is a cleaner and greener borough. Over the past six years residents and business have worked with the council to increase recycling by more than 17 percentage points and through sustained investment, our streets have become the fourth cleanest in London. We will continue to protect the environment through incorporating environmental planning into development schemes and rationalising our office estate, making a major reduction in our carbon footprint.*

### Achievements 2008/09

66. Valuing and protecting the environment is key to Southwark becoming a cleaner and greener borough and to encourage more people and businesses into the local area. Continuous improvements have been made to make Southwark cleaner and greener. In 2008/09 Southwark was recognised as being the fourth cleanest borough in London. This achievement was in part down to improved rubbish collections, a 24/7 street cleaning service, an education programme about the impact of litter and an effective and robust enforcement team. Furthermore satisfaction with street cleaning has risen to 78% from 70% in 2006/07.
67. The percentage of waste recycled or composted continues to rise in Southwark, and the 2008/09 end of year outturn of 20.89% marks the seventh consecutive year that the council has seen an increase in overall recycling rates. Furthermore the borough's ambition to reach 30% of waste recycled or composted by 2010/11 will be supported by the opening of the Old Kent Road site. Veolia have now submitted the planning application for the proposed new facilities. It was validated by the planning department in September and is now working through the planning process. The Old Kent Road site is scheduled to be opened in May 2011.
68. Missed collections of refuse and recycling in the borough are at an all time low, ensuring that residents receive the highest level of service. The number of missed collections reported by the public fell by 41% last year, from 10,334 to 6,090 and the council is exceeding its target for both refuse and recycling.
69. 2008/09 results also show that the council is above its target on the number of local sites where positive conservation management has been implemented. In total 66.1% of the borough's sites are now positively managed, in comparison to the 2008/09 target of 61.7%. This demonstrates Southwark's commitment to its parks and open spaces and to ensuring that improving local biodiversity is managed across the borough's green spaces. We now have five green flag parks (Southwark, Dulwich, Bermondsey Spa, Peckham Rye and Sunray Gardens) with the intention of adding a further two this year.
70. A notable achievement in 2008/09 was Burgess Park being selected as the Mayor of London's Premier Park. As a result the park will receive a £2 million grant from the Mayor's priority parks programme. The council is working with the Aylesbury NDC to ensure a further £4 million of funding to give the park a facelift and make it an attractive place for local people to meet, exercise and relax. This demonstrates not only the council's commitment to protecting and enhancing our green and open

spaces, but also our commitment to improving Southwark to ensure it is a place where people love to live and work.

71. During 2008/09, the council continued to develop its environmental education programme. To date, Southwark has 87 schools registered for the Eco Schools scheme, more than any other London borough.
72. All of the council's main regeneration schemes in the borough have a strong focus on sustainability and ensuring that their impact on the environment is as minimal as possible. The importance that the council places on this aspect of its schemes is highlighted by the Multi-Utility Services Company (MUSCo) at the Elephant and Castle being selected by the Clinton Foundation as only one of 12 projects worldwide to promote sustainable development in cities.
73. The council's new building in Tooley Street is subject to high environmental standard reflecting the council's dedication to directly reducing its environmental impact in the borough. The building at Tooley Street and the council's change to a low carbon IT system have been designed to reduce carbon emissions by up to 20 tonnes every year. There are various ways that the building will do this, including automated lighting systems which only operate when required; heating supplied through air grilles in the floor, saving 10 to 20% energy compared to conventional systems; biomass fuel heating; solar thermal heating (to heat the buildings hot water); and rainwater harvesting.
74. 2008/09 has also seen a strong focus on reducing CO2 emissions and eradicating fuel poverty. There has been a focus on continued investment on council dwellings to improve insulation and heating systems. To do this Southwark secured £1.2 million from the LDA to upgrade district heating infrastructure and boilers. To further promote the energy efficiency agenda the council has promoted reflecting radiator panels that are free to tenants and at a reduced price for leaseholders, as well as providing energy efficiency advice to tenants. In order to reduce CO2 emissions further the council engaged the business and public sector to establish a "club" of the highest non-domestic emitters. It was agreed that the club would share CO2 footprints and examples of best practice in energy reduction in order to help achieve our shared reduction targets.
75. The council also redeveloped its environmental support scheme for small and medium sized enterprises (SMEs) following a consultation process during 2008/09, and to date more than 100 SMEs have participated in the scheme through supporting them in the transition to new ways of working and seeking to achieve reductions in carbon emissions in the borough.

#### Areas of Challenge

76. Further reducing CO2 emissions will be a key focus over the next few years. It is important therefore that the council sustains its rate of improvement across environmental services and delivers and keeps under review the targets contained within the climate change strategy and related action plans.

Outturn data 2008/09

Indicator	LAA	Unit of measure	2008/9 Performance Year End Outturn	2008/9 Target	Comments
(NI186) Per capita reduction in CO2 emissions in the LA area	LAA	Percentage	5.63	2.80	
(NI192) Percentage of household waste sent for reuse, recycling and composting	LAA	Percentage	20.89	20.30	
(NI195a) Improved street and environmental cleanliness (litter)	LAA	Percentage	5.67	9.00	
(NI195b) Improved street and environmental cleanliness (detritus)	LAA	Percentage	11.67	13.00	
(NI197) Improved local biodiversity- proportion local sites with positive conservation management	LAA	Percentage	66.10	61.70	
(NI198) Overall proportion of children travelling to school by car	LAA	Percentage	15.50	18.00	2007/8 academic year - primary, secondary and academies.

**CASE STUDY - MUSCo**

The Multi-Utility Services Company (MUSCo), that is leading the sustainability strand of the regeneration of the Elephant and Castle has recently been selected by the Clinton Foundation as one of twelve worldwide projects that promotes sustainable development. This is an incredible achievement placing Southwark's regeneration of the Elephant and Castle amongst some of the most sustainable sites in the world.

The programme is breaking new ground in its approach to sustainability with an ambitious goal of net zero carbon growth despite tripling the amount of developed floor space in the area.

The MUSCo programme includes plans for every building to be heated, powered and cooled by a comprehensive tri-generation network. The council has also committed to responsible water consumption and will deliver a comprehensive network of green water for non-drinking use to every address in the development and the deployment of a fibre optic communication network to ensure environmental sustainability remains the development's hallmark. The council will connect into existing estates to allow the potential to extend this scheme into the Aylesbury regeneration area to the south. These targets represent a comprehensive area based approach beyond current national standards, which will reduce the borough's carbon emissions by at least 15000 tonnes per annum in the Elephant and Castle development alone, will reduce the consumption of treated water by 30% and deliver one of the most robust communications infrastructures in Europe.

### Plans for the future

77. 2008/09 saw the creation of Southwark's sustainability and environment partnership which brings together the key agencies with the community to deliver the broader sustainability agenda within Southwark. The creation of the partnership represents a key milestone for the borough and work is underway, through the partnership, with the council's emissions club to agree shared carbon reduction targets. The partnership has also agreed a "big switch off" event, which has been organised with larger businesses and organisations in the north of the borough for October 2009 to promote energy conservation. Other work moving forward will focus on cross-departmental working to deliver carbon savings in housing stock and our own services and operations. Across the borough we will work with our partners to adapt services and infrastructure, including approaches to transport policy, to deal with the challenges of climate change.

## **Tackling the crimes which concern people the most**

*In the last five years overall crime in Southwark has fallen by 24% but crime and the fear of crime, and in particular serious and violent crime (such as knife crime, gang crime and domestic violence), remains a major concern for people. The council will continue to support the police to address the crime and antisocial behaviour which have the greatest impact on local people, as well as understanding how we can together tackle its root causes.*

### Achievements 2008/09

78. There have been reductions in almost all categories of offending over the past year. Personal robbery, knife and gun crime all show reductions compared to 2007/08. Southwark has also seen an improvement on our overall serious acquisitive crime, with burglary, robbery and theft of motor vehicle all showing reductions on last year. Some of the key successes over 2008/09 have been a 25% reduction in gun crime, a 13% reduction in knife crime, a 9% reduction in serious youth crime and a 15% reduction in robbery of personal property.
79. Tackling fear of crime is an important objective for the council in order to enhance the lives of local people and ensure that they feel safe near their homes and their places of work. Since the Resident's Survey in 2006, people have told the council that they feel safer with a 6% increase in day time feelings of safety and an 8% increase in night time feelings of safety across the borough according to 2008 survey data.
80. Through the Safer Southwark multi-agency team/partnership, a dedicated warden and police team has been established on the Heygate to reduce crime levels and ensure that remaining residents' are safe. As a result of this programme crime on the estate has reduced by 34% over the last quarter. There are now no squatters on the estate.
81. The council and its partners are committed to tackling youth crime and gang activity and have seen considerable successes over 2008/09. The work of the Five Boroughs Alliance has been crucial in contributing to this success. Direct personal contact has been made with young people already involved or at risk of becoming involved in gang activity. Home visits take place with parents or guardians present. Council officers, with youth advisors, talk in an open manner about the serious risks in becoming involved in gang activity. So far 34 young people have been visited with the signing of 18 acceptable behaviour contracts.
82. The council and its partners also launched Operation Pathways in 2008/09. This programme supports those who wish to exit their gang lifestyle while using robust enforcement techniques against those who continue to engage in serious violence.
83. Other pioneering approaches to tackling crime in the borough include the SERVE (Southwark's Emergency Re-Housing Victims of Violence Enterprise) scheme. SERVE is provided in partnership with registered social landlords to offer a temporary refuge and on going advocacy support for residents who face serious risk of violence due to their association with a suspect or victim of gang related



violence. This scheme has been recognised as best practice by Communities and Local Government (CLG).

84. Southwark's community warden's service continues to provide an effective service for local residents. During 2008/09 Southwark's community wardens became the first local authority officers in Greater London to be accredited by the Metropolitan Police. The accreditation gives wardens power to tackle issues, such as underage drinking and anti-social behaviour, on the spot without the involvement of the police.

#### Areas of Challenge

85. The incidents of domestic violence increased in 2008/09 and the council and its partners are committed to reducing this in future years. As a result the Safer Southwark Partnership have established a comprehensive IDVA (independent domestic violence advocate) service providing victims with services at court, hospital, housing offices and children's centres. A local evaluation showed that 72% of victims became safe as a result of the IDVA intervention.

86. There is still considerable work to be undertaken as the council moves forward to reduce both the incidents and impact of youth crime in the borough. Following the restructuring of youth support and prevention services within the council there will be work to implement targeted youth support and integrated youth support services to coordinate provision and ensure a reduction in first time entrants to the youth justice system.

#### Outturn data 2008/09

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(NI15) Serious violent crime rate	LAA	Number per 1000 pop	2.50		2008/9 is the baseline year
(NI19) Rate of proven re-offending by young offenders	LAA	Number	78.50	73.00	
(NI32) Repeat incidents of domestic violence	LAA	Percentage	Not applicable		To commence in 2009/10
(NI45) Young offenders engagement in suitable education, employment or training	LAA	Percentage	70.50	85.00	
(NI111.09) First time entrants to the Youth Justice System aged 10 - 17	LAA	Number per 100,000	1736.00	1863.00	

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(NI143) Offenders under probation supervision living in settled and suitable accommodation at the end	LAA	Percentage	75.00	75.00	
(NI144) Offenders under probation supervision in employment at the end of their order or licence	LAA	Percentage	36.00	32.00	

### **CASE STUDY - Kingswood revisited: young people, gangs and knives**

Kingswood Estate is a large council estate with high levels of deprivation, compared with the surrounding area. Residents have expressed concern about increasing crime and anti-social behaviour. Fears of knife and gang culture emerged in 2008 following the high profile murder of a teenager from the estate. Police and partners resolved to work with the community to tackle these serious issues.

Once problems were identified, a multi-agency problem solving partnership was set up. A triple track approach of tough enforcement, non-negotiable support and prevention was taken, incorporating prosecutions, evictions, and increased patrolling, Anti-Social Behaviour Orders and Acceptable Behaviour Contracts agreed with young people to reduce anti-social behaviour and gang activity, the establishment of a youth club and further youth engagement amongst other things.

There was a 50% reduction in violent crime against young people, and subsequently 77% of young people now feel safe on the estate, 72% of residents think the police and partners had done a "very good job" in tackling anti-social behaviour and 84% of residents now consider Kingswood estate to be a "good place to live".

This scheme at the Kingswood Estate was recently awarded first place in the 2009 Safer London Problem Solving awards, which recognises crime fighting and community safety projects across the capital.

### Plans for the future

87. The four year Safer Southwark Partnership will guide activity over the next year in line with the findings of strategic assessment and varied consultation. During 2009/10 the council will develop a CCTV strategy that will ensure the best use of this asset in the fields of crime prevention, detection and enforcement, integrating relevant supporting strategies to foster a robust and continually improving service. Alongside this Southwark will tackle violent crime, including reducing gang activity by working in cross border partnerships and developing a positive behaviour programme in schools.

88. Following the restructuring of youth support and prevention services the council will work to implement targeted youth support and integrated youth support services to coordinate provision and reduce first time entrants to the youth justice system.
89. In order to improve safety around the borough and after positive feedback from residents on the Aylesbury Estate, during 2009/10 the council will look to extend a fine system for residents who do not keep their dogs on a lead.

## Transforming public services

*Just as residents have great pride in their communities, we are proud of the jobs we do supporting local people and we want to ensure that all of our work has the greatest possible impact. Over the past five years, the council has made £29.4 million of efficiency savings, but as residents tighten their belts it is more important than ever that we continue to strengthen and achieve value for money and high quality services. Strong partnership relationships and joint commissioning arrangements support the effectiveness of investment. None of the ambition set out in this plan will be achieved without continual improvement in the way public services operate and an ever closer working relationship with residents.*

### Achievements 2008/09

90. During 2008/09 the council was awarded Beacon Status for Cohesive and Resilient Communities. This reflected the excellent work taking place across the borough on community cohesion. The Stronger Communities Partnership has supported active citizenship through working alongside the Active Citizenship Hub (ACH) to develop and fund programmes that help residents to become more active in their area of interest, i.e. school governor, magistrate, tenants activist, and getting involved in council decision making. Further to this, the ACH has been awarded “Take Part” funding from government to encourage participation amongst marginalised groups such as travellers and refugees.
91. At the heart of the council’s ambition for change is the desire to further deliver a modernised and efficient local authority. Central to this is the strategic office accommodation move which involved co-locating some 2,100 employees to a new administrative centre at Tooley Street in 2009. This is much more than just an office move and has acted as a catalyst for change in the way the council works and ensured that outcomes for local people and value for money are further improved. In August 2009, the final members of staff were relocated to the new building, completing the project both on time and on budget.
92. Overall customer satisfaction data compiled by the customer service centre indicates that the majority of residents are increasingly satisfied with the way that the council delivers its customer facing services. 2008/09 saw an increase in the average satisfaction rating for the council’s One Stop Shops, with 87.25% of customers rating the service provided as good to excellent, compared to 84.75% in 2007/08. There was a similar increase in the level of satisfaction with the council’s Customer Service Centre, which saw an average 69.75% of customers’ rate the service provided as good to excellent, compared to 65% in 2007/08.
93. The Audit Commission’s assessment of the council’s Use of Resources in 2008 noted that the Council currently achieves “good value for money” and, in particular, “has a good knowledge of its costs and performance”. In the last year Southwark has continued to embed and build on improvements made in achieving value for money. In the three years to 2007/08 (inclusive) high levels of efficiency savings of £32.6m (against a London average of £24m) were generated; savings for 2008/09 are estimated at above £9m and future efficiencies have been identified, largely through the council’s modernisation programme. With council taxes already below the London average and with lower than average historic council tax increases, the

Council has identified further savings which have enabled it to freeze council taxes for 2009/10 which is important in helping residents through the recession.

### Areas of Challenge

94. The average number of days taken to complete repairs has fallen from 8.14 days in 2007/08, to 7.5 days in 2008/09. However, the outturn for completing housing repairs on time is 94.47% compared to a target of 99%. Customer satisfaction with the service has consistently been around 90% throughout the year and with the new Major Works contract expected to be signed in 2009/10 there will be a further drive to improve performance and ensure that residents receive services that are efficient and demonstrate value for money.
95. Council Tax collection is below target, at 91.7% against a target of 93%. The council recognises that to ensure it delivers best value services to local residents the level of council tax collection will need to be increased. A significant review of options is therefore currently underway relating to the operational delivery of the service. A gateway 1 report setting out a preferred option for the future will be presented to Executive in autumn 2009.

### Outturn data 2008/09

Indicator	LAA	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
(Local) Council tax collection rate		Percentage	91.70	93.00	
(Local) Percentage of housing repairs completed on time		Percentage	94.47	99.00	
(NI4) % of people who feel they can influence decisions in their locality	LAA	Percentage	39.20		Place survey
(NI160) Local Authority tenants' satisfaction with landlord services		Percentage	62.00		
(NI179) Value for money- total net value of on-going cash-releasing gains since start of 2008-9		£k	11,507	15,535	

### **CASE STUDY - Talkaoke**

The council is keen to develop a more interactive relationship with its residents in order to respond to resident concerns and develop services that are able to effectively meet the needs of the local community.

One concept that the council has developed, which has been used across a number of council departments to increase interaction with residents has been the concept of Talkaoke. Talkaoke is about bringing people together around a large roundtable to discuss any issues that they feel are relevant to them concerning a particular topic, such as crime or youth service provision.

Talkaoke has proved an extremely effective way to engage with the public. All the ideas at each session are captured and fed into the development of the council's strategic approach to the service as appropriate.

One particular Talkaoke session the council held focused on the issues of violent crime and the fear of crime. It was held at the council's Mix Festival at Burgess Park in August 2008. This particular session generated over five hours of uninterrupted constructive debate between members of the community, council and police officers. A member of the public was involved in moderating the debate for some three hours.

### Plans for the future

96. Following the completion of the move to Tooley Street, the council will focus on further delivering its broader modernisation and improvement programme. This includes developing the local service delivery programme, delivering a renewed customer services strategy, building and focusing management and staffing capacity through organisational development and strong workforce planning and achieving plans for efficiency as part of the transformation of support functions council-wide.

## Final Table of National Indicators 2008/09

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI001 % of people who believe people from different backgrounds get on well together	Percentage	74.70		Place survey
NI002 % of people who feel that they belong to their neighbourhood	Percentage	48.90		Place survey
NI003 Civic participation in the local area	Percentage	20.30		Place survey
NI004 % of people who feel they can influence decisions in their locality	Percentage	39.20		Place survey
NI005 Overall/general satisfaction with local area	Percentage	76.60		Place survey
NI006 Participation in regular volunteering	Percentage	21.50		Place survey
NI007 Environment for a thriving third sector	Percentage	14.70		
NI008 Adult participation in sport	Percentage	Not available		Data expected from Active People Survey, results due for publication November 09.
NI009 Use of public libraries	Percentage	53.04		
NI010 Visits to museums or galleries	Percentage	64.41		
NI011 Engagement in the arts	Percentage	54.47		
NI013 Migrants English language skills and knowledge	Percentage	Not available		Data expected November 2009.
NI014 Avoidable contact: the proportion of customer contact that is of low/no value to the customer	Number	16.40		
NI015 Serious violent crime rate	Number per 1000 pop	2.50		2008/9 is baseline year.
NI016 Serious acquisitive crime rate	Number per 1000 pop	29.24	34.56	
NI017 Perceptions of anti-social behaviour	Percentage	29.40	29.00	Place survey
NI018 Adult re-offending rates for those under probation supervision	Percentage	8.87		
NI019 Rate of proven re-offending by young offenders	Number	78.50	73.00	

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI020 Assault with injury crime rate	Number per 1000 pop	10.10		2008/9 is the baseline year.
NI021 Dealing with local concerns about ASB and crime	Percentage	27.30		Place survey
NI022 Perceptions of parents taking responsibility for the behaviour of their children in the area	Percentage	28.90	38.00	Place survey
NI023 Perceptions that people in the area treat one another with respect and dignity	Percentage	44.40		Place survey
NI026 Specialist support to victims of a serious sexual offence	Percentage	Not applicable		To commence in 2010/11.
NI027 Understanding of local concerns about ASB and crime by the local council and police	Percentage	26.30		
NI028 Serious knife crime rate	Number per 1000 pop	2.64	2.93	
NI029 Gun crime rate	Number per 1000 pop	0.54	0.69	
NI030 Re-offending rate of prolific and priority offenders	Number	1.67	1.86	
NI032 Repeat incidents of domestic violence	Percentage	Not applicable		To commence in 2009/10.
NI033i Arson incidents (primary fires)	Number per 10,000	4.56	5.49	
NI033ii Arson incidents (secondary fires)	Number per 10,000	8.71	14.67	
NI034 Domestic violence - murder	Number per 1000 pop	0.01	0.00	
NI035 Building resilience to violent extremism	Scale	52.00		
NI036 Protection against terrorist attack	Scale	Not applicable		2008/9 is the baseline year. This is an Analysis of Policing and Community Safety (APACS) indicator which is being trialled. 2008/9 data will not be published or used for assessment.
NI037 Awareness of civil protection arrangements in the local area	Percentage	12.00		Place Survey
NI038 Drug-related (Class A) offending rate	Number	Not applicable		To commence in 2009/10.
NI039 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Rate per 100,000	Not available		Data expected October 2008/9.



Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI040 Number of drug users recorded as being in effective treatment	Number	1554.00	1698.00	Baseline data revised after target set. Target not revised to reflect change.
NI041 Perceptions of drunk or rowdy behaviour as a problem	Percentage	37.10	29.00	Place survey
NI042 Perceptions of drug use or drug dealing as a problem	Percentage	41.10	49.00	Place survey
NI043 Young people within the YJS receiving a conviction in court who are sentenced to custody	Percentage	14.20	10.00	
NI044i Ethnic composition of offenders on Youth Justice System disposals (white)	Percentage	-17.90		Calculated with 10-17 mid 2006 census population data.
NI044ii Ethnic composition of offenders on Youth Justice System disposals (mixed)	Percentage	3.50		Calculated with 10-17 mid 2006 census population data.
NI044iii Ethnic composition of offenders on Youth Justice System disposals (black or black British)	Percentage	19.10		Calculated with 10-17 mid 2006 census population data.
NI044iv Ethnic composition of offenders on Youth Justice System disposals (Asian or Asian British)	Percentage	-2.62		Calculated with 10-17 mid 2006 census population data.
NI044v Ethnic composition of offenders on Youth Justice System disposals (Chinese/other)	Percentage	-2.03		Calculated with 10-17 mid 2006 census population data.
NI045 Young offenders engagement in suitable education, employment or training	Percentage	70.50	85.00	
NI046 Young offenders access to suitable accommodation	Percentage	96.30	100.00	
NI047 People killed or seriously injured in road traffic accidents	Percentage	-8.1		Data is for 2006-8 calendar years, and shows % change on previous period, 2005-7.
NI048 Children killed or seriously injured in road traffic accidents	Percentage	-67.60	-50.00	11 children were killed or seriously injured. The 2008/9 outturn using 2007 calendar year data shows a 67.6% reduction from the baseline year 1994-8 in which 34 children were killed or seriously injured.
NI049i Number of primary fires per 100,000 population	Number per 100,000	207.73	197.62	
NI049ii Number of primary fire fatalities per 100,000 population	Number per 100,000	1.46		2008/9 is baseline year.

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI049iii Number of primary fire non-fatal casualties per 100,000 population	Number per 100,000	10.20	21.55	
NI050 Emotional health of children	Percentage	60.30		Data calculated from nearest statistical neighbours.
NI051 Effectiveness of child and adolescent mental health (CAMHs) services	Score	16.00	16.00	
NI052 Take up of school lunches	Percentage	66.70		Primary and secondary schools.
NI053i Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	Percentage	57.50	66.20	
NI053ii Percentage of infants for whom breastfeeding status is recorded (breastfeeding coverage)	Percentage	84.10	85.00	
NI054 Services for disabled children	Percentage	Not applicable		To commence in 2009/10.
NI055i Percentage of children in Reception with height and weight recorded who are obese	Percentage	14.30	13.69	
NI056i Percentage of children in Year 6 with height and weight recorded who are obese	Percentage	26.00	27.47	2007/8 academic year (data and target).
NI057 Children and young people's participation in high-quality PE and sport	Percentage	Not applicable		To commence in 2009/10.
NI058 Emotional and behavioural health of looked after children	SDQ Score	Not available		Data expected September 2009.
NI059 Percentage of Initial assessments for children's social care carried out < 7 working days	Percentage	73.00	78.00	
NI060 Percentage core assessments for children's social care carried out < 35 working days	Percentage	88.40	83.00	
NI061 Timeliness and stability of adoption of looked after children	Percentage	87.10	85.00	
NI062 Stability of placements of looked after children: number of moves	Percentage	14.10	12.00	
NI063 Stability of placements of looked after children: length of placement	Percentage	67.40	69.00	
NI064 Child protection plans lasting 2 years or more	Percentage	7.20	12.00	

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	Percentage	15.20		Provisional data. Update expected September 2009.
NI066 Looked after children cases which were reviewed within required timescales	Percentage	94.10	96.00	
NI067 Percentage of child protection cases which were reviewed within required timescales	Percentage	100.00	100.00	
NI068 Percentage of referrals to children's social care going on to initial assessment	Percentage	54.20		
NI069 Children who have experienced bullying	Percentage	41.90		Data calculated from nearest statistical neighbours.
NI070 Hospital admissions caused by unintentional and deliberate injuries to CYP	Rates per 10,000	61.60		
NI071 Children who have run away from home/care overnight	Number	Not applicable		To commence in 2009/10
NI072 At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	Percentage	40.30	50.00	2007/8 academic year.
NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Percentage	70.10		2007/8 academic year. 2007/8 is the baseline year.
NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Percentage	42.70	44.00	2007/8 academic year.
NI076 Reduce number of schools where under 55% of pupils achieve level 4 in KS2 English and Maths	Number	9.00		2007/8 academic year. 2007/8 is the baseline year.
NI078 Reduce number of schools where under 30% of pupils achieve 5 A*-C GCSE with English and Maths	Percentage	20.00		2007/8 academic year.
NI079 Achievement of a Level 2 qualification by the age of 19	Percentage	71.19		2007/8 academic year.
NI080 Achievement of a Level 3 qualification by the age of 19	Percentage	46.90		2007/8 academic year.
NI081 Inequality gap in the achievement of a Level 3 qualification by the age of 19	Percentage Points	9.38		2007/8 academic year.
NI082 Inequality gap in the achievement of a Level 2 qualification by the age of 19	Percentage Points	67.76	63.00	2007/8 academic year.

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI084 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	Percentage	36.20		2007/8 academic year.
NI085i Post-16 participation in physical sciences (A Level Physics)	Number	13.00		2007/8 academic year.
NI085ii Post-16 participation in physical sciences (A Level Chemistry)	Number	36.00		2007/8 academic year.
NI085iii Post-16 participation in physical sciences (A Level Maths)	Number	48.00		2007/8 academic year.
NI086 Secondary schools judged as having good or outstanding standards of behaviour	Percentage	58.30		2007/8 academic year.
NI087 Secondary school persistent absence rate	Percentage	5.10	7.70	2007/8 academic year.
NI088 Percentage of schools providing access to extended services	Percentage	76.00	76.00	2007/8 academic year.
NI089a Reduce number of schools requiring special measures	Number	4.00	0.00	2007/8 academic year.
NI089b Improve time taken for schools to come out of special measures	Months	24.00		2007/8 academic year.
NI090 Take up of 14-19 learning diplomas	Number	Not applicable		To commence in 2009/10.
NI091 Participation of 17 year-olds in education or training	Percentage	Not applicable		To commence in 2009/10.
NI092 Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	Percentage	35.50	33.00	2007/8 academic year.
NI093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Percentage	86.30		2007/8 academic year. 2007/8 is the baseline year.
NI094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Percentage	79.80		2007/8 academic year. 2007/8 is the baseline year.
NI099 Children in care reaching level 4 in English at Key Stage 2	Percentage	31.00	50.00	
NI100 Looked after children reaching level 4 in mathematics at Key Stage 2	Percentage	27.00	50.00	2007/8 academic year.
NI101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	Percentage	Not applicable		To commence in 2009/10.

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI102i Achievement gap between pupils eligible for free school meals and their peers (KS2)	Percentage Points	12.40		2007/8 academic year.
NI102ii Achievement gap between pupils eligible for free school meals and their peers (KS4)	Percentage Points	10.50		2007/8 academic year.
NI103a Special Educational Needs - statements issued within 26 weeks excluding exceptions	Percentage	76.00		
NI103b Special Educational Needs - statements issued within 26 weeks	Percentage	75.00		
NI104 The SEN/non-SEN gap - achieving Key Stage 2 English and Maths threshold	Percentage Points	45.10		2007/8 academic year.
NI105 The SEN/non-SEN gap - achieving 5 A*-C GCSE inc. English and Maths	Percentage Points	42.50		
NI106 Young people from low income backgrounds progressing to higher education	Percentage Points	Not applicable		To commence in 2009/10.
NI107ia % KS2 level 4+ English & Maths - White British	Percentage	73.20		2007/8 academic year.
NI107ie % KS2 level 4+ English & Maths - Any Other White Background	Percentage	68.00		2007/8 academic year.
NI107iia % KS2 level 4+ English & Maths - Mixed White and Black Caribbean	Percentage	68.60		2007/8 academic year.
NI107% KS2 level 4+ English & Maths - Black African	Percentage	69.60		2007/8 academic year.
NI107iid % KS2 level 4+ English & Maths - Any Other Mixed Background	Percentage	76.70		2007/8 academic year.
NI107iva % KS2 level 4+ English & Maths - Black Caribbean	Percentage	61.00		2007/8 academic year.
NI107ivc % KS2 level 4+ English & Maths - Any Other Black Background	Percentage	66.10		2007/8 academic year.
NI107vi % KS2 level 4+ English & Maths - Any Other Ethnic Group	Percentage	65.40		2007/8 academic year.
NI108ia % KS4 level 4+ English & Maths - White British	Percentage	38.60	39.00	2007/8 academic year.
NI108ie % KS4 level 4+ English & Maths - Any Other White Background	Percentage	42.90	51.00	2007/8 academic year.

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI108iia % KS4 level 4+ English & Maths - Mixed White and Black Caribbean	Percentage	40.60	40.00	2007/8 academic year.
NI108% KS4 level 4+ English & Maths - Black African	Percentage	51.00	44.00	2007/8 academic year.
NI108iid % KS4 level 4+ English & Maths - Any Other Mixed Background	Percentage	46.90	58.00	2007/8 academic year.
NI108iva % KS4 level 4+ English & Maths - Black Caribbean	Percentage	27.30	34.00	2007/8 academic year.
NI108ivc % KS4 level 4+ English & Maths - Any Other Black Background	Percentage	36.00	29.00	2007/8 academic year.
NI108vi % KS4 level 4+ English & Maths - Any Other Ethnic Group	Percentage	37.30	51.00	2007/8 academic year.
NI109 Delivery of Sure Start Children's Centres	Percentage	100.00	100.00	
NI110 Young people's participation in positive activities	Percentage	65.30		Data calculated from nearest statistical neighbour.
NI111.09 First time entrants to the Youth Justice System aged 10 - 17	Number per 100,000	1736.00	1863.00	Provisional: Data source is internal Youth Offending Service. Police National Computer data expected November 2009.
NI112 Under 18 conception rate	Percentage	Not available	-22.50	Data available for 2007/8 outturn: -12.6%. Rate actual 76.2 per 1,000 15-17 year old females. Calendar year 2008 data, used to calculate 2008/9 outturn will be available February 2010. 2008/9 target expressed as a rate is 67.6 per 1,000 15-17 year old females.
NI113ii Prevalence of Chlamydia in under 25 year olds	Percentage	26.10	17.00	
NI114 Rate of permanent exclusions from school	Percentage	0.06	0.08	2007/8 academic year.
NI115 Substance misuse by young people	Percentage	4.00		
NI116 Proportion of children in poverty	Percentage	33.70		Source: Child Poverty Unit, Department for Work and Pensions April 2007.
NI117 16 to 18 year olds who are not in education, employment or training (NEET)	Percentage	8.80	10.00	

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI118 Take up of formal childcare by low-income working families	Percentage	28.70		Data from financial year 2007/8.
NI119 Self-reported measure of people's overall health and wellbeing	Score	79.80		Place survey
NI120f All-age all cause mortality rate - female	Rate per 100,000	479.71	472.00	2008 calendar year provisional data. Final data expected January 2010.
NI120m All-age all cause mortality rate - male	Rate per 100,000	764.98	727.00	2008 calendar year provisional data. Final data expected January 2010.
NI121 Mortality rate from all circulatory diseases at ages under 75	Rate per 100,000	Not available		Data expected from the National Centre for Health Outcomes Development (NCHOD) January 2010.
NI122 Mortality from all cancers at ages under 75	Rate per 100,000	Not available		Data expected from the National Centre for Health Outcomes Development (NCHOD) January 2010.
NI123 Stopping smoking	Rate per 100,000	567.00	564.00	1,277 people were supported to quit smoking and the target was 1,225.
NI124 People with a long-term condition supported to be independent & in control of their condition	Percentage	Not available		Data expected December 2009.
NI125 Achieving independence for older people through rehabilitation/intermediate care	Percentage	92.96		
NI126 Early access for women to maternity services	Percentage	59.90	50.00	
NI127 Self reported experience of social care users	Percentage	Not applicable		To commence in 2009/10.
NI128 User reported measure of respect and dignity in their treatment		Not applicable		To commence in 2009/10.
NI129 End of life access to appropriate care enabling people to be able to choose to die at home	Percentage	Not available		2008 calendar year data expected December 2009.
NI130.09 Social care clients receiving Self Directed Support	Percentage	137.13	199.00	
NI131 Delayed transfers of care	Rate per 100,000	4.53	4.54	
NI132 Timeliness of social care assessment (all adults)	Percentage	64.53		
NI133.09 Timeliness of social care packages following assessment (all Adults 18+)	Percentage	84.82		

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI134 The number of emergency bed days per head of weighted population	Number	108,325.00		
NI135 Carers receiving needs assessment or review and a specific carer's service, or advice & inf.	Percentage	1.60	19.00	
NI136 People supported to live independently through social services (all adults)	Rate per 100,000	2118.45		
NI137 Healthy life expectancy at age 65	Value	Not available		Data expected 2012/13 when census 2011 data becomes available.
NI138 Satisfaction of people over 65 with both home and neighbourhood	Percentage	74.40		Place survey
NI139 > 65s receive inf., assistance and support to exercise choice & control to live independently	Percentage	19.90		Place survey
NI140 Fair treatment by local services	Percentage	62.00		Place survey
NI141 Percentage of vulnerable people achieving independent living	Percentage	80.31	75.00	
NI142 Number of vulnerable people who are supported to maintain independent living	Percentage	96.20		Data is for Q4 2008/9 not 2008/9 outturn.
NI143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Percentage	75.00	75.00	
NI144 Offenders under probation supervision in employment at the end of their order or licence	Percentage	36.00	32.00	
NI145 Adults with learning disabilities in settled accommodation	Percentage	31.97		
NI146 Adults with learning disabilities in employment	Percentage	17.30		
NI147 Care leavers in suitable accommodation	Percentage	97.60	93.00	
NI148 Care leavers in education, employment or training	Percentage	61.90	68.00	
NI149 Adults in contact with secondary mental health services in settled accommodation	Percentage	33.93		
NI150 Adults receiving secondary mental health services in employment	Percentage	2.70		
NI151 Overall employment rate (working-age)	Percentage	Not available		Data expected October 2009.



Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI152 Working age people on out of work benefits	Percentage	Not available	14.70	Data expected October 2009.
NI153 Working age people claiming out of work benefits in the worst performing neighbourhoods	Percentage	Not available	25.30	Data expected October 2009.
NI154 Net additional homes provided	Number	Not available	1630.00	Annual survey started July 2009 to assess the number of homes provided. Final outturn for this indicator will be available in the Annual monitoring report in December 2009.
NI155 Number of affordable homes delivered (gross)	Number	479.00	500.00	
NI156 Number of households living in Temporary Accommodation	Number	909.00	990.00	
NI157a Processing of major applications within 13 weeks	Percentage	74.00		
NI157b Processing of minor applications within 8 weeks	Percentage	78.00		
NI157c Processing of other applications within 8 weeks	Percentage	86.00		
NI158 % non-decent council homes	Percentage	47.22		Provisional. Complete dataset expected November 2009.
NI159 Supply of ready to develop housing sites	Percentage	Not available		Data expected January 2010.
NI160 Local Authority tenants' satisfaction with landlord services	Percentage	62.00		
NI161 Learners achieving a Level 1 qualification in literacy	Number	Not available		Data expected March 2010.
NI162 Number of Entry Level qualifications in numeracy achieved	Number	Not available		Data expected March 2010.
NI163 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 2	Percentage	73.79	65.83	
NI164 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 3	Percentage	Not available		Data expected October 2009.
NI165 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 4	Percentage	Not available		Data expected October 2009.
NI166 Median earnings of employees in the area	£s per week	598.90		
NI167 Congestion - average journey time per mile during the morning peak	Minutes	Not available		Data expected January 2010.

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI168 Principal roads where maintenance should be considered	Percentage	10.00		
NI169 Non-principal classified roads where maintenance should be considered	Percentage	12.00		
NI170 Previously developed land that has been vacant or derelict for more than 5 years	Percentage	100.00	100.00	
NI171 New business registration rate	Number per 10,000	Not available		Data expected December 2009.
NI172 Percentage of small businesses in an area showing employment growth	Percentage	Not available		Data expected December 2010.
NI173 Flows on to incapacity benefits from employment	Percentage	Not available		Data expected December 2009.
NI174 Skills gaps in the current workforce reported by employers	Percentage	Not available		Data expected February 2010.
NI175 Access to services and facilities by public transport, walking and cycling	Percentage	81.00 63.00 66.00 55.00 78.00 37.00		Secondary schools Further education colleges GPs Food shopping Open spaces Primary school 2008/9 is the baseline year.
NI176 Working age people with access to employment by public transport (and other specified modes)	Percentage	88.00		
NI177 Local bus passenger journeys originating in the authority area	Number	Not applicable		Not applicable - information only available at a London wide level.
NI178i Bus services running on time - % non-frequent services on time	Percentage	Not applicable		Not applicable - information only available at a London wide level.
NI178ii Bus services running on time - excess waiting time of frequent services	Minutes	Not applicable		Not applicable - information only available at a London wide level.
NI179 Value for money- total net value of on-going cash-releasing gains since start of 2008-9	£k	11,507.00	15,535.00	
NI180 The number of changes of circumstances affecting HB/CTB entitlement processed within the year	Number per 1000 pop	697.50		
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	Not available		Data publication date yet to be announced.

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI182 Satisfaction of businesses with local authority regulation services	Percentage	79.00		
NI183 Impact of local authority regulatory services on the fair trading environment	Number	0.49		
NI184 Food establishments in the area which are broadly compliant with food hygiene law	Percentage	Not available		Data expected December 2009.
NI185 CO2 reduction from Local Authority operations	Percentage	Not available		2008/9 is the baseline year.
NI186 Per capita reduction in CO2 emissions in the LA area	Percentage	5.63	2.80	
NI187i Tackling fuel poverty - % of income based benefits recipients in low energy efficiency homes	Percentage	14.41		2008/9 is the baseline year.
NI187ii Tackling fuel poverty - % of income based benefits recipients in high energy efficiency home	Percentage	23.98		2008/9 is the baseline year.
NI188 Planning to adapt to Climate Change	Level	0.00		2008/9 is the baseline year. Level 0 of 0-4 scale.
NI189 Flood and coastal erosion risk management	Percentage	100.00		
NI190 Achievement in meeting standards for the control system for animal health	Percentage	Not applicable		To commence in 2009/10.
NI191 Residual household waste per household	Kg/Household	717.04		
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	20.89	20.30	
NI193 Percentage of municipal waste land filled	Percentage	41.86		
NI194i Emissions of NOx	Tonnes	51.56		2008/9 is the baseline year.
NI194ii Percentage reduction in NOx emissions	Percentage	Not applicable		2008/9 is the baseline year. % reduction in emissions will commence in 2009/10.
NI194iii Emissions of PM10	Tonnes	1.54		2008/9 is the baseline year.
NI194iv Percentage reduction in PM10 emissions	Percentage	Not applicable		2008/9 is the baseline year. % reduction in emissions will commence in 2009/10.
NI195a Improved street and environmental cleanliness (litter)	Percentage	5.67	9.00	
NI195b Improved street and environmental cleanliness (detritus)	Percentage	11.67	13.00	
NI195c Improved street and environmental cleanliness (graffiti)	Percentage	3.00		

Indicator	Unit of measure	2008/9 Performance End Year Outturn	2008/9 Target	Comments
NI195d Improved street and environmental cleanliness (fly posting)	Percentage	0.00		
NI196 Improved street and environmental cleanliness - fly tipping	Grade	Not available		Final score to be confirmed by DEFRA in October 2009.
NI197 Improved local biodiversity-proportion local sites with positive conservation management	Percentage	66.10	61.70	
NI198 Overall proportion of children travelling to school by car	Percentage	15.50	18.00	2007/8 academic year, primary, secondary and academy schools.
NI199 Children and young people's satisfaction with parks and play areas	Percentage	54.80		2008/9 is the baseline year.

## Glossary

### National indicator comparisons

The council's final 2008/09 outturns are subject to audit. The council's half year business report for 2009/10, due to be presented to Executive later in the financial year will therefore give a fuller appraisal of Southwark's 2008/09 end of year results against national benchmarks and relative to other London boroughs where appropriate.

A significant proportion of the national indicators reported have not previously been collected in a comparable format, including the Place Survey. The 2008/9 figures will therefore form a baseline figure for the council and partners to set future targets and to benchmark against other authorities.

A full list of indicator definitions is available at the department for communities and local government website:

<http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators>

### Acronyms used in the report

ACH – Active Citizenship Hub  
 ASB – Anti social behaviour  
 BAAF – British association for adoption and fostering  
 BME – Black and minority ethnic  
 BSF – Building Schools for the Future  
 CGS – Cleaner, Greener, Safer  
 CLG – Department for communities and local government  
 CO – Carbon monoxide  
 CO2 – Carbon dioxide  
 DEFRA – Department for Environment, Food and Rural Affairs  
 IDVA – Independent domestic violence advocate  
 ILRE – Improving local retail environment  
 JSA – Jobseeker's allowance  
 KS2 – Key Stage 2 (Pupils aged 7 - 11)  
 LAA – Local Area Agreement  
 LDA – London Development Agency  
 LEP – Local Education Partnership  
 LFB – London Fire Brigade  
 MUSCo – Multi-Utility Services Company  
 NDC – New deal for communities  
 NEET – Not in education, employment or training  
 NHS – National Health Service  
 NHSS – National healthy schools status  
 NVQ – National Vocational Qualification  
 OFSTED – Office for Standards in Education, Children's Services and Skills  
 PCT – Primary Care Trust  
 PFI – Private Finance Initiative  
 SERVE – Southwark's Emergency Re-housing Victims of Violence Enterprise  
 SME – Small and medium sized enterprises

UCAS – Universities and Colleges Admissions Service  
WNF – Working Neighbourhoods Fund

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>Meeting Name:</b> Executive
<b>Report title:</b>		Motions Referred from Council Assembly	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Strategic Director of Communities, Law & Governance	

### RECOMMENDATION

1. That the executive considers the motions set out in the appendices attached to the report.

### BACKGROUND INFORMATION

2. Council assembly at its meeting on Wednesday, July 8 2009 agreed a number of motions and these stand referred to the executive for consideration.
3. The executive is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. The final decisions of the executive will be reported back to the next meeting of council assembly. When considering a motion, executive can decide to:
  - Note the motion; *or*
  - Agree the motion in its entirety, *or*
  - Amend the motion; *or*
  - Reject the motion.

### KEY ISSUES FOR CONSIDERATION

4. In accordance with council assembly procedure rule 2.9(6), the attached motions were referred to the executive. The executive will report on the outcome of its deliberations upon the motions to a subsequent meeting of council assembly.
5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the executive for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis.
6. Any key issues, such as policy, community impact or funding implications are included in the advice from the relevant chief officer.

**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Motions submitted in accordance with council assembly procedure rule 2.9 (6).	Town Hall, Peckham Road, London SE5 8UB	Lesley John Constitutional Team 020 7525 7228

**LIST OF APPENDICES**

<b>Number</b>	<b>Title</b>
Appendix 1	Fire at Lakanal House
Appendix 2	Regeneration of the Elephant & Castle
Appendix 3	Primary school places in Dulwich
Appendix 4	One hour bus ticket proposal

**AUDIT TRAIL**

<b>Lead Officer</b>	Ian Millichap, Constitutional Team Manager	
<b>Report Author</b>	Lesley John, Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	21.09.09	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Chief Officer	Yes	Yes
<b>Date final report sent to Constitutional Support Services</b>		September 21 2009



**APPENDIX 1****Fire at Lakanal House**

At council assembly on Wednesday July 8 2009 a late motion on the fire at Lakanal House was proposed by Councillor Ian Wingfield and seconded by Councillor Alison McGovern. The motion was agreed and stands referred to the executive as a recommendation.

**Recommendation**

1. That council assembly notes, with deep sadness, the awful events at Lakanal House in Camberwell on July 3, which led to the death of 6 people and a number of injuries.
2. That council assembly expresses sympathy and condolences to the families and friends of those who lost their lives. Council assembly shares the deep sense of loss, bereavement and disbelief that is felt by the whole community as a result of these terrible events.
3. That council assembly also extends its sympathies to the numerous residents of Lakanal House who have been made homeless as a result of the fire. Council assembly calls upon the executive to work with maximum speed and commitment to ensure that these residents are satisfactorily and comfortably housed in the shortest possible time.
4. That council assembly pays tribute to the bravery demonstrated by the emergency services on July 3, whose work undoubtedly saved many lives. Council assembly also expresses its gratitude and sincere thanks to the professionalism and dedication shown by Southwark council officers across many departments who, since Friday, have worked tirelessly to assist those affected by this tragedy.
5. That council assembly believes that there may be serious lessons to be learnt from these tragic events, which will be relevant to similar buildings in Southwark and those owned by other local authorities and housing bodies across the country. In that event, council assembly therefore believes it is imperative that a full and independent public inquiry be held at the earliest possible opportunity once the local investigations are complete.
6. That council assembly notes and welcomes the decision by the Secretary of State to instruct Sir Ken Knight the government's chief fire and rescue advisor to report back to him on the various investigations into the fire and seeks assurances that this information will be shared with Southwark and other housing authorities urgently.

## **Comments of the Strategic Director of Environment and Housing**

Immediately following the incident Councillor Nick Stanton issued a statement to the media sharing the Council's deep sadness with the victims and their families and all of the displaced residents of Lakanal.

A helpline has been set up where Lakanal residents can call for up to date information. Other residents can call our 24-hour telephone support line on 08000 217817. The Lakanal resource centre operated from 3 July – 28 August. This provided a place for residents to come and receive advice on accommodation, receive counselling and support. The resource centre also had a crèche available onsite. Now, an appointments only caseworker service is running from Central House, Town Hall with each Lakanal household still having their own dedicated case worker to ensure their needs are being met, including emotional support.

Lakanal residents in emergency accommodation can access help to transport children to school in the borough as the new term starts. In immediate response to the fire, the TRA, with the help of other Council tenants, set up a drop in centre at Bells Gardens where people could come for a meal, pick up donated items, and for community support. As Lakanal residents began moving out of temporary accommodation into more permanent homes, the need for this has lessened. As such, the Bells Gardens centre closed Friday 28 August 2009. We are very grateful to the community for their invaluable assistance to the residents of Lakanal during the immediate period following the fire. A Book of Condolence is open in Southwark Town Hall.

It has been agreed that we need possession of Lakanal for sometime in order to assess what needs to be done. A decision on whether to refurbish or demolish the block has not been made, despite being repeatedly discussed in the media. As a consequence of not knowing the final solution for Lakanal, residents of Lakanal are being re-housed. So far 175 offers of permanent accommodation have been made and there have been seventy five acceptances as of 18 September 2009. A number of other Council tenants are close to accepting offers.

All households have had at least two offers of accommodation and a third and final offer is about to be made. Lakanal residents have been offered a two year period at Band One. This means that they are very likely to find a property they like.

Due to the council's need to retain the building, and residents having to move elsewhere, secure Council tenants are entitled to a statutory homeloss payment of £4,700 to help alleviate the costs and hassle of moving. There have been fifty four home loss payments made so far. Rent arrears are being collected from homeloss payments where no payment plans are in place and being honoured. So far, over £11,000 in arrears have been collected. As well as homeloss, a £1,400 start up pack of new furniture, and a home disturbance payment to help them make a fresh start. We are also offering other support in kind, such as a removals service.

Southwark is undertaking a borough wide safety drive to inform and advise tenants on fire safety matters. In order to reassure those with concerns we have undertaken comprehensive intrusive inspections of all blocks that share similar design characteristics to Lakanal to identify any precautionary improvements that could be made to existing fire safety measures.

Fire safety measures identified are being implemented in a programme of works. These precautionary improvements are typically around signage, fire breaks, bin chutes and fire doors.

The police continue with their investigation into the spread of the fire and the handling of the events of the night, we are cooperating fully with all aspects of the investigation and are as anxious as everyone else to understand how this tragic blaze occurred. Furthermore, we support the calls for a public inquiry into the incident.

The Council welcomed the publication of Sir Ken Knight's report into issues emerging from the Camberwell fire (6 August 2009) as it raised some very interesting and pertinent points in relation to the building design as well as appropriateness of current national guidance, training and procedures.

## REGENERATION OF THE ELEPHANT & CASTLE

At council assembly on Wednesday July 8 2009 a motion on the regeneration of the Elephant & Castle was moved by Councillor Chris Page and seconded by Councillor Peter John. The motion was subsequently amended and the amended motion stands referred to the executive as a recommendation.

### Recommendation

1. That council assembly notes that residents in Southwark have waited too long for the regeneration of the Elephant & Castle which extends beyond the 'footprint' of the Heygate Estate and shopping centre, and which was first promised by the Labour administration in the late 1990s.
2. That council assembly notes that the current recession has had a major impact on private sector led developments but supports the continued efforts of the executives and chief officers to secure the best possible deal for local residents.
3. That council assembly further notes that the executive and council officers are bound by EU procurement rules which do not allow the council to vary significantly from the original 'best and final offer' accepted in July 2007, and that achieving the best value for money for Southwark's taxpayers should be paramount.
4. That council assembly believes that the regeneration of the Elephant & Castle has to put the needs of residents first, and ensure local residents who want to can move back to the area.
5. That council assembly regrets that the recent government announcements on social housing could well result in the loss of funding for bringing existing homes in Southwark up to the 'decent' standard' and will do little to reduce the massive number of Southwark residents on the housing waiting list.
6. That council assembly notes that some developments, including at Steedman Street and Wansey Street, have already been completed and have provided both new private and affordable units.
7. That council assembly recognises the successful completion of St Mary's Churchyard, the securing of money to improve the southern roundabout, the progress being made at Strata Tower which will provide 90 shared-equity units, and the advanced negotiations with the Homes and Community Agency to help kickstart developments at the Oakmayne Plaza and London Park Hotel sites which will provide a new home for the Southwark Playhouse and new units for small independent traders.
8. That council assembly further notes the successful negotiations with the Homes and Communities Agency which have led to an increase of 200 social rented homes above the levels granted at the six Elephant and Castle housing sites.
9. That council assembly further notes and laments the failure of the former London Mayor, Ken Livingstone to include improvements to the transport infrastructure into Transport for London's funding plans.

10. That council assembly looks forward to welcoming former US President Bill Clinton who plans to visit the Elephant and Castle to see the innovative work being undertaken to reduce carbon emissions by creating the Multi Utility Service Company (MUSCO).
11. That council assembly further notes that the previous Labour administration decided to demolish the Heygate in 1998 but then ten years later called for the council to stop the process of decanting tenants and leaseholders.
12. That it be noted that had councils like Southwark been allowed to invest in building new homes by the Labour government, then it would have been possible to have developed all the planned "early sites" at the Elephant and Castle by now.
13. That council assembly calls on the executive to move forward the regeneration vision for Elephant and Castle by using all the tools and options at its disposals.

### **Comments of the Deputy Chief Executive**

The Executive are committed to the regeneration of the Elephant and Castle which will dramatically improve the quality of the physical environment, creating the conditions necessary to stimulate investment, re-invigorate the local economy and promote sustainable long-term regeneration. The future regeneration project was considered further at the 21 July 2009 Executive meeting at which a programme towards agreement with the selected master development partner Lend Lease was considered. In order to successfully support this programme, additional project management arrangements have been put in place in order to achieve agreement.

**APPENDIX 3****Primary school places in Dulwich**

At council assembly on Wednesday July 8 2009 a motion on primary school places in Dulwich was proposed by Councillor Toby Eckersley and seconded by Councillor James Barber. The motion was agreed and stands referred to the executive as a recommendation

**Recommendation**

1. That council assembly notes:
  - i) That Village Ward councillors had identified the need for increased primary school provision in North Dulwich, previously recognised in the corporate plan.
  - ii) The recent complaints amongst parents in Dulwich about the perceived lack of places available for children, and about how their cases were handled by education service.
2. That council assembly requests:
  - i) The executive to request a report from education officers which clarifies the number of children in Dulwich who have not received a primary school place offer within one mile of their residence, maps their location, and considers whether pressure on primary school places will increase in the Dulwich area over the next five years.
  - ii) To identify best practice in communication with parents and providing advice at what is a difficult time for many parents who do not receive an offer for which they have indicated a preference.
  - iii) If continued pressure on primary school places in the Dulwich area, or parts of it, is predicted to present to the executive options that may be available to expand existing provision and costs associated with these options.

**Comments of the Strategic Director of Children's Services**

Councillors will be pleased to know that of the 2370 on-time resident applicants for a place in a Southwark school (304 in Dulwich taken for these purposes as Village, College and East Dulwich wards), 90% (90%) received a place within one mile of their given home address. This excludes data relating to late applicants of which 556 (45) were received, an unprecedented number and one which placed considerable stress on the system. 80% of the late applicants to Dulwich schools were still found a place at a school within a mile of their home address.

In total we had 2926 applicants resident in Southwark getting a place at a primary school. 90% received a place within one mile of their home address (89% in Dulwich). The Dulwich figures are further distorted by the fact that the Church schools in the area will take significant numbers of children from more than one mile away as a result of parents opting for a Church education. As of January 2009, projections showed sufficient reception places in the Dulwich area.

The unprecedented pressures this year are thought to result from a number of factors:

- There is a clear decline in migration from the borough as more families opt to raise their children in Southwark as suggested by the GLA roll projections for the borough received in May and June 2009;
- the outstanding results of Southwark's schools reported this summer, with our primary schools now top of the benchmark group of similar boroughs and within 1% of the unverified national percentage; and,
- a decline in demand for places in the private sector reported nationally.

For the coming admissions year a number of changes in our processes have been made including increasing the number of staff available to support parents through the applications process and to make sure high quality information is communicated to parents in a timely manner. However, we are also conscious that the very large number of late applications, as well as the very high number of applications received for a small number of schools, many from families living well outside the notional catchment area, suggests we need to improve the understanding in the community of the admissions process.

A full review of places is presently underway following the release of the latest pupil planning data by the GLA this June. This indicates significant upward pressure on places across the borough, but particularly so in the East Dulwich and Village Wards. This demand would appear to peak in 2015 and then decline back to levels approaching those predicted for next year and for which we have sufficient capacity within the existing system.

A paper will be brought to Executive in November that details issues relating to the pressures on places across the borough in the light of the demographic changes being experienced in Southwark. This paper will also give details of the options available to the Executive for meeting these challenges.

NB These figures were based on data as of 14th September 2009. A further 24 late applications have been received since that point: all have been placed in one of their preferred choices.

### **One hour bus ticket proposal**

At council assembly on Wednesday July 8 2009 a motion on a one hour bus ticket proposal was proposed by Councillor Caroline Pidgeon and seconded by Councillor Kyriacou. The motion was subsequently amended and the amended motion stands referred to the executive as a recommendation.

### **Recommendation**

1. That this council believes in affordable public transport and in the need to ensure that passengers who use "Pay As You Go" Oystercards have a fair deal.
2. That council notes that in other European capital cities bus passengers have the benefit of a time-limited bus ticket which enables them to use two or three buses within a set time without having to pay again.
3. That council notes that almost a million car journeys every day in London are less than one mile in length, and supports effective ways of encouraging modal shift to public transport.
4. That council views with concern at this time of economic recession that even short journeys in London may involve using two or three buses and can cost up to £3.00 if more than one bus is needed.
5. That council notes that the average bus journey length is 3.54 km (2.2 miles, 9 stops), and that Transport for London estimate that 16% of bus journeys on Oyster 'Pay As You Go' involve using a second bus within 60 minutes of the first.
6. That council commends the proposal for a One Hour Bus Ticket to be available on "Pay As You Go" Oystercard, enabling passengers to use more than one bus during a 60-minute period without paying more than £1.00.
7. That council calls on the leader of the council and the lead executive member for transport to write to the Mayor of London promoting the One Hour Bus Ticket proposal; and to ask the Mayor of London to request that Transport for London investigates the practicalities of implementing such a scheme.
8. That council assembly also notes the extremely low take-up of the income support and job seeker allowance half price fares scheme in Southwark. It notes that take-up for those on job seekers allowance is 3.14% in Southwark and for income support is 2.02%.
9. That council assembly calls on the executive to explore ways to promote this scheme more widely, for instance by including an article in Southwark Life, Southwark Housing News and other council publications and ensuring information is available in One Stop Shops, housing offices, libraries and leisure centres.



**Comments of the Strategic Director of Regeneration & Neighbourhoods**

The council supports a more flexible approach to ticketing particularly for use of the borough's bus network. Southwark has a high reliance on bus services with a number of popular journeys requiring changing between services placing a financial burden on those making these journeys.

The current ticketing operation disadvantages those making these complex short journeys and the introduction of a one hour bus ticket is supported.

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>MEETING NAME</b> Executive
<b>Report title:</b>		Capital Programme 2008/09 Outturn Report	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Finance Director	

## RECOMMENDATIONS

That:

1. Executive note the outturn position for 2008/09 for the capital programme 2008 - 16 for both the General Fund and Housing Investment Programme and approve the reprofiling of spend and resources into the 2009 -16 programme.
2. Executive note the new and emerging pressures on the capital programme arising from issues of service demands, the recession, and the impact on the pace of regeneration schemes.
3. Executive request the Finance Director to submit a refreshed 10 year capital programme for approval to a future Executive meeting.
4. Executive agree to the substitution of a scheme at Goose Green School at an estimated cost of £1m for that currently programmed for Heber School within the Sure Start funded Children's Centre programme (paragraphs 38 - 39).
5. Executive note the £6m additional capital funding secured for the Burgess Park Revitalisation Project, and agree to this project being added into the capital programme 2009-16 (paragraph 72).
6. Executive note the allocation of the funds remaining from the original capital allocation of £12.3m for Leisure Centres for Seven Islands, Camberwell Leisure Centre, and Southwark Park Athletics Stadium (paragraphs 76 - 79).

## BACKGROUND

7. On the 13<sup>th</sup> February 2007, the Executive approved the 10-year capital programme for 2007-16. The 10-year programme continues as scheduled and includes projects that are within the remit of the Medium Term Resource Strategy and accord with local priorities as expressed through Southwark 2016, the new community strategy and the Corporate Plan.
8. The scope of the capital programme reflects the diversity of activities in which the Council is involved, with investment planned across the portfolio of assets controlled by the Council. Major investment is being made in housing, both within the Council's housing stock and for privately owned homes; in building new schools and improving existing ones; in improving the network of roads within the borough; in the provision of youth, community, and leisure facilities; in making Southwark's environment cleaner, greener, and safer; and in the facilities necessary to help us provide excellent services. In addition, the programme includes projects associated with the major regeneration plans for the Borough, such as at the Elephant and Castle.

9. At a current total budget of some £811m (general fund £451m and the housing investment programme £360m), with annual expenditure of well over £100m per annum, the capital programme represents a major element of the Council's financial activities. It has a significant and very visible impact on the borough, and hence on the lives of those who live, learn, visit or do business here.
10. The 10-year capital programme seeks to optimise opportunities afforded from the regeneration of the borough over this time scale and brings together short, medium and long term plans for schools, housing, waste, libraries and leisure provision. Since 2007, some amendments have been made to reflect service pressures.
11. On 21<sup>st</sup> October 2008, the Executive noted the outturn position for the capital programme for 2007/08 for both the General Fund and Housing Investment Programme, and approved the slippage of spend and resources into the 2008-16 programme.
12. On 10<sup>th</sup> February 2009, the Executive noted the monitoring position for the capital programme 2008-16. At this point the total forecast spend on the General Fund programme was £510m, against total forecast resources of £506m. Executive also noted that the Housing Investment Programme had a total forecast spend of £304m, in line with the total resources available.
13. This report sets out the outturn position for 2008/09 for both the General Fund programme and the Housing Investment Programme (HIP). It also sets out the impact of the 2008/09 outturn on the budgets from 2009/10 onwards on those reported to Executive in the February 10<sup>th</sup> monitoring report.

## **KEY ISSUES FOR CONSIDERATION**

### **Resource Implications**

14. The Council's capital resources are comprised of Government supported borrowing and grant, resources from Section 106 agreements, planned capital receipts and revenue contributions.
15. Paragraphs 21 to 32 of this report note the current and emerging pressures on both the service demands on the existing capital programme and the resources available to fund the programme. In the light of these issues, the Finance Director is recommending to Executive as part of this report that a refreshed 10 year programme is prepared and recommended to Executive for approval.
16. As at 31 March 2009 the Council had accumulated cash balances of £97.4m to help fund the current capital programme, which are reported within the draft statement of accounts and represented as follows:
  - Capital Receipts Reserve balance     £41.9m
  - Capital Grants Unapplied balance     £55.5m  
(of which £14.77m relates to S.106)
17. These balances are committed against existing capital projects but were unapplied as at 31 March 2009. Full analysis of the projects these balances relate to will form part of the capital programme refresh work, recommended within this report. The bulk of unapplied capital grant relate to programmed schools work scheduled to take place in 2009/10 and beyond.

## 2008/09 Outturn

18. The table below shows the 2008/09 outturn for the General Fund and Housing Investment Programme against the planned expenditure for 2008/09. There was a variance of -£13.1m against the General Fund, and +£1.0m against the Housing Investment Programme. The variation is explained by the reprofiling of budgets across a range of programme activities, due mainly to the complexities of procuring contractual provisions across a programme of this size and thereafter the practicalities of contractor management and monitoring.
19. Total General Fund departmental expenditure was £67m against an original estimate of £80m. This remains the highest expenditure in a single year for the General Fund programme, which is a measure of the importance of the capital expenditure in the Council's financial activities.

<b>DEPARTMENT</b>	<b>2008/09 Forecast</b>	<b>2008/09 Outturn</b>	<b>Outturn/ Forecast Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>General Fund</b>			
Children Services	21,054	18,589	(2,465)
Deputy Chief Executives	3,478	7,202	3,724
Environment and Housing	25,484	15,647	(9,837)
Health & Community Services	548	789	241
Housing General Fund	4,563	4,657	94
Regeneration & Neighbourhood Major Projects:	13,368	8,850	(4,518)
Southwark Schools for the Future	9,991	9,991	0
Other major projects	1,134	817	(317)
<b>Total General Fund</b>	<b>79,620</b>	<b>66,542</b>	<b>(13,078)</b>
<b>Housing Investment Programme</b>	<b>118,411</b>	<b>119,393</b>	<b>982</b>

20. The Medium Term Resource Strategy (MTRS) as approved by the Executive in December 2008, includes the aim to maintain a capital contingency of £5m, subject to the availability of resources. At the beginning of 2008/09 there was a balance on the capital contingency reserve of £2.7m; during the year there were no additions to or calls on this resource, and the reserve therefore remains at £2.7m. The capital contingency reserve exists to help meet the cost of urgent and unavoidable capital works. Release of these funds is subject to the approval of the Finance Director in consultation with the Executive Member for Resources. Proposals to increase the capital contingency to the target £5m will be included in the refreshed 10 year programme.

## Pressures on the Capital Programme

21. The capital programme is currently subject to three main pressures :
- Impact of the recession
  - State of development and regeneration market

- New and emerging services pressures

## **22. Impact of Recession**

23. The global recession is inevitably having an effect on the Council's capital programme on a number of fronts. Land and property values have generally fallen over the last 2 years. The radically reduced interest rates on investments available to the Council have had an adverse effect on the authority's investment income. Coupled with consequent gloom over market confidence the impact of the recession needs to be noted with regards to the Council's capital programme.
24. The current uncertainty of property values will affect planned capital receipts and therefore resources available to fund the programme. This in turn may reduce the level of resources needed to address the emerging pressures so represents a key financial risk in resourcing the capital programme moving forward.

## **25. State of development and regeneration market**

26. Market confidence has been affected by the impact of the recession and the downturn in land and property values. This has affected the disposals programme and hence has a marked impact on the resourcing strategy of the capital programme at large.
27. The pace of development with regards to a range of capital schemes already underway has slowed as a result of these economic factors so there is a need to reflect these changes within the refreshed capital programme, a major piece of work is now vital as a result of these changing circumstances.
28. The recession has also had an effect on individuals and businesses' access to credit which in turn impacts on their ability to complete property transactions.

## **29. New and emerging services pressures**

30. In addition to the adverse effects of the economic climate which is impacting on the timing of disposals to generate funding resources and their value, there are a range of new and emerging pressures on the capital programme that need to be addressed. These include:
- Leisure centre refurbishment costs
  - The construction of the waste PFI resource park in the Old Kent Road
  - New primary school build and increased primary places (possible grant support)
  - ICT infrastructure and service improvements
  - Localities project opportunities
  - Community based development (e.g. Burgess Park; Camberwell Baths, Nunhead).
31. There are also some opportunities presented from within the existing programme to reallocate existing resources to some of the emerging priorities. For example, the programme estimates for housing renewal areas and for town centre improvements are being closely reviewed. This will enable the development of communities facilities in the Nunhead area to meet the needs of local residents and to allow for the development of underutilised sites in that area.
32. In order to encompass the emerging pressures and take stock of the existing capital programme, agreed in February 2007, the Finance Director advises that there is now an urgent need to refresh the 10 year programme with effect from 2009/10. This will allow the executive to map the direction of travel with regards to capital spending, assessment of the new pressures and hence take informed priority decisions.

## **Capital Programme 2009-16**

33. The current budgetary position for the capital programme 2009-16, including the effect of slippage and programme variations arising from the outturn position at the end of 2008/09, shows a total General Fund programme for 2009-2016 of £421m (Appendix A). The total forecast available resources over this period are £421m.
34. The current forecast position for the Housing Investment Programme for 2009-16, including the effect of slippage, is a total programme of expenditure and funding of £240m (Appendix B).
35. Paragraphs 37 to 85 below provide commentary on the capital programme for each service department.
36. Between the last monitoring report to Executive in February, and the outturn position, there have been a number of funded or agreed variations to the capital programme budgets, not least the addition of some £23m budget for the Primary Capital Programme that was agreed by Executive in March 2009. These have been included in the total budgets against which the outturn expenditure is set, so as to provide an up to date position of the budgets available at 1<sup>st</sup> April 2009. Commentary on these additions is included in the departmental commentaries below.

## **Comments on Capital Programme Outturn by Service**

### **General Fund**

#### **Children's Services**

37. The Children's Services department capital programme is focused primarily on delivering wherever possible improvements to the primary estate within the constrained level of resources available for this sector, following approval by the DCSF to the Council's Primary Strategy for Change. The Primary Capital Programme was approved by Executive at its March 2009 meeting, including an update on the three major projects already under way at Eveline Lowe, Southwark Park and Michael Faraday schools for which resources of some £32m had previously been allocated. Proposals for a further programme of schemes totalling £23.7m to be funded primarily by additional capital grant resources from DCSF were also agreed for inclusion in the Council's 10 Year Capital Programme, with a further £2m subject to anticipated funding. The Council also undertook the refurbishment of Langbourne Primary School to enable the new Harris Boys Academy to open in temporary premises, using DCSF grant. It will open in a new building under construction in East Dulwich in 2010.
38. The Children's Centre (CC) programme is also progressing with further schemes now completed at Crawford, Rye Oak, and Ivydale. Schemes at Bessemer Grange, Redriff and Gumboots will be completed this financial year and discussions are currently taking place with Governors at Goose Green with regard to the development of a Children's Centre at that School. The scheme to develop a centre at Goose Green will require capital expenditure of some £1m. This will replace the similar scheme currently included in the capital programme for Heber school.
39. Funding for the Goose Green scheme will primarily be provided via Sure Start capital grant which can only be used for the development of Children's Centres. Executive's formal approval to the virement from the Heber project is, however, required under Financial Standing Orders. A programme of capital improvements to early years

facilities in the private, voluntary and independent sectors is also being developed for implementation in stages by March 2011.

40. A further programme of schemes is being progressed to deliver improvements to Youth facilities. These include significant contributions to the Council's high profile developments at Canada Water library, Belair and Camberwell Leisure Centre. Additional funding has also been provided to the Council under the Playbuilders initiative to undertake a programme of improvements to play facilities across the borough.
41. The reasons for the increased costs on the Children's Centre project at Bessemer Grange were reported to Executive in February 2009. At that stage it was proposed that the projected shortfall of funding be addressed by re-examining the scheme design, by identifying an element of the scheme costs which could be funded from the Primary Capital Programme and by exploring with DCSF whether additional grant resources might be made available to fund this scheme. The Director of Children's Services can now confirm that this scheme can be fully funded without recourse to Council resources as a result of approval from the DCSF to the reallocation of additional Sure Start capital grant to this scheme, by agreement from the School Governors to a contribution from devolved formula capital and by agreement to the allocation of resources of £925,000 from the Primary Capital Programme by Executive in March 2009.

### **Deputy Chief Executive**

42. The major capital project for DCE has been the development of 160 Tooley Street involving the relocation of 2,000 back office staff from buildings across the borough, giving the Council the chance to introduce more modern, flexible and environmentally friendly ways of working (e.g. reducing car journeys) and will result in savings on administration. This will be followed by a gathering of staff that work with the public into modern hubs in the community. The moves will allow residents to access different services at the same location.
43. These changes will be self financing and may give rise to additional contributions to corporate resources as the Council will be selling a number of buildings as well as making better use of existing buildings to support improvements to local service delivery. This will bring in some £35 million of capital receipts to support existing and future projects across the borough. The Council will also forgo expenditure by not having to spend money to modernise old, not-fit-for-purpose buildings.
44. Information Services (IS) projects are reported in this section, although they have now moved to Finance Management Services. IS had an underspend against planned capital expenditure, which relates to projects which are complete, subject to strategic review or to be carried over into 2009/10. The IS Strategy is currently being implemented to deliver further modernisation and infrastructure requirements in conjunction with the Office Accommodation Strategy and the Council's Modernisation Agenda.
45. The capital programme for Property is also reported in this section, although it has now moved to Regeneration and Neighbourhoods. Some of the variances relate to minor underspends against 2008/09's budget, which is being reprofiled to spend in 2009/10. The outturn programme variation of £90k relates to capital expenditure which has been recovered from receipts on disposal.

## Health and Community Services

46. Additional capital funding of £354k was available in 2008/09. This was from:

	£k
ICT Capital Grant	259
Integrated Children's Services IT Grant	<u>95</u>
Total	<u>354</u>

47. Other projects already within the Health and Community Services capital programme include the following:

48. Cherry Garden Street – This development has been instigated to meet the need to relocate The Grange Project for Learning Disability service users.

49. The timescale for completion is 14th May 2010. The 18 week construction phase is due to start in early September 2009.

50. Major issues associated with this project include:

51. Car Park – This issue is crucial to the success of the project. At present there is a large car park adjacent to the building. The car park belongs to the building and has been used for staff car parking. Local residents who hold parking permits also use the car park on an informal basis. The service will need sufficient space to park 9 mini buses and 2 visitor parking bays. The car park will need to be gated to make the vehicles safe at night. The car park is large enough to accommodate service needs and to have space left over for use by the community however adapting the car park in this way will be expensive and it will not be possible to fund this work from our £300k envelope.

52. Service Engineer's Report – The building is 17 years old. A service engineer has been engaged to check that essential services are working and are adequate for the refurbished building.

53. Risks associated with this project in terms of time and budget continue to be the outcome of the service engineer's survey and the public response to the planning process and loss of use of the car park by local residents.

54. Aylesbury Resource Centre (ARC) – The Aylesbury Day Centre for adults with physical disabilities is sited within the Aylesbury regeneration area and is due for demolition within the next year. Capital funding has been allocated for a new purpose-built facility and building work has commenced.

55. Management of the project was handed over from Regeneration to Health & Community Services in July 2009.

56. The timescale for completion is Oct/Nov 2010. The site is being cleared but there is an issue with Virgin Media cables which has prevented progress.

57. The development has been subject to other delays 1) due to it being dependent on the progress of Phase 1a of the Aylesbury redevelopment and 2) due to the gap between the appointment of the new project manager and the handover to H&CS.

58. A risk associated with the project is the risk that the cost of ARC exceeds budget due to necessary changes to the original design and to the physical delivery of site A.



These will be managed by the project manager controlling costs and a clerk of works ensuring that the construction is in line with the ARC's quality requirements.

## **Major Projects**

59. The Southwark Schools for the Future programme will deliver a transformation in the Council's Secondary School estate. Financial closure on Southwark's £200m local education partnership (LEP) agreement to deliver this programme was achieved in May. The programme will produce seven secondary school rebuilds, two brand new schools and four building refurbishments across Southwark.
60. During 2008/09 the first of the SSF schools (Walworth Academy) started on site and is progressing to expected timetable. Preparatory work and site investigation occurred on two further SSF schools – Tuke & St Michaels.

## **Regeneration and Neighbourhood Renewal**

61. The budget of £23m is largely funded by Transport for London (TfL) to implement various local transport schemes. The funding by TfL reflects the council's key priorities identified in the local implementation plan; the ambition to improve road safety; reduce traffic speeds and encourage greener and more sustainable mode of transportation in the borough.
62. Regeneration & Neighbourhood department implemented various projects aimed at achieving the above objectives. These include safety scheme on Peckham Rye, improvement on 20mph zones across the borough; cycle training for people living, working, and studying in Southwark and continued support for community-led transport projects.
63. The department is also leading the council's ambition to improve major town centres in the borough. The "Improving Local Retail Environment" (ILRE) is a £4.2m investment programme aimed at improving 24 local retail areas across three community council areas (Borough & Bankside, Peckham and Nunhead and Dulwich). The programme's key objective is to support the commercial viability of local shopping areas through environmental improvements; trader empowerment and continued business support.
64. The final accounts on 56 Southwark Bridge Road are now complete and the additional resource requirement of £1.26m (in line with February 2009 Executive report) is included within the overall departmental Capital Programme budget variation of £2.5m.
65. 56 Southwark Bridge Road is currently occupied by Leonard Cheshire Disability on an initial 5 year lease with the option to extend to 20 years in 2010. The building will be run by Leonard Cheshire as a centre for media and broadcast skills training combined with provision of 30 hours per week of use of a community event space within the building free to the Council at the point of use. The day-to-day management of the community facility will be Leonard Cheshire's responsibility, with oversight and governance from steering committee comprised of Council and community representatives to ensure use by priority user groups contained in the service specification.

## **Environment and Housing**

### **Environment**

#### **66. Sustainable Services**

67. The 2008/09 outturn forecast as at February 2009, indicated an overspend of £1.8m, mainly due to unavoidable gas pipe diversion and remediation works at the Old Kent Road site. A live gas pipe was found on site and money earmarked for road construction works has been used to enable the gas pipe to be moved.
68. At the time of the PFI waste contract close in February 2008, a number of unknown costs were omitted from the contract to ensure the Council did not pay Veolia (Waste PFI partner) significant amounts for works that may not be required. Issues still remaining to be resolved are architectural enhancements, as required by the planning authority and other costs through s106 with both LBS and TfL.
69. The planning application for the waste facility was successful on 8<sup>th</sup> September 2009. However, it is not yet possible to accurately estimate the additional funds required as the contract process for agreeing risks and costs has yet to be completed. It is estimated that negotiations will be completed within the next three months, now that planning approval has been obtained.

### **70. Public Realm**

71. Both CGS and Projects teams are on track to deliver their programmes on time and within budget. There has been a step improvement from previous years in the quality, number of projects delivered and time for delivery. Since April 2003 the CGS programme has received capital funding totaling £18,253,000, of this £11,544,397 has been spent or committed by March 2009 and 619 of the approved 911 schemes have been completed. 93% of schemes approved before April 2007 have been completed. In 2008/09 220 projects were completed with an average completion time of 44 weeks compared to 104 projects completed in an average 55 weeks in the previous financial year.
72. Burgess Park Revitalisation Project - We were successful in obtaining £6m towards the redevelopment of Burgess Park. £2m was awarded from the Mayor of London as part of the Premier Parks Scheme, for which Burgess Park came top and £4m from the Aylesbury NDC. We are currently going through the procurement process to contract a company to undertake the first phase of works, which is due to begin by Autumn 2010. Five organisations were invited to submit their tenders on 7th September 2009 and will be presenting their submissions on 26th September. These tenders are currently in the process of being assessed, after which two will be shortlisted and will then go out to public consultation. Final decisions on the winning organisation will be announced in November 2009.

### **73. Culture, Libraries, Learning & Leisure**

74. The refurbishment of Surrey Docks Watersports Centre commenced on 23 February 2009. The work is progressing well and the centre is expected to become operational at the beginning of December 2009.
75. Dulwich Leisure Centre: Full planning approval for the scheme was received in February 2009. However, the start of the Phase 1 works (creation of new entrance building, studio suite, wet side changing areas and pool refurbishment) was delayed until July 2009 owing to removal of asbestos found on site. The Phase 2 works are due to commence in June 2010 and will bring about a refurbished gym hall, new dry side changing areas, restoration works to the existing East Dulwich Road entrance building, and finalisation of all remaining areas across the centre. The entire project is due to complete in January 2011.

76. It is proposed that the funds remaining from the original capital allocation of £12.3m for Leisure Centres be allocated as follows:
77. Seven Islands Leisure Centre - £158k – To set aside £158k as match funding for an application to the second phase of the Free Swimming Capital Fund. An application for £500k has already made and this match funding is likely to help the application succeed. The funds will be used to bring the training pool back into operation and improve the wetside changing rooms (which are currently very dilapidated). This will make a significant difference to the customer experience of swimming at Seven Islands.
78. Camberwell Leisure Centre - an additional £500k – The allocation of a further £500k to the Camberwell Leisure Centre project will enable the Council to refurbish the gym and gym changing facilities as well as the pool. This will allow the centre to offer a greater service mix to customers and (importantly) increase gym memberships which are the main source of income for leisure centres. Our contract with Fusion means a proportion of increased income returns to the Council.
79. Southwark Park Athletics Stadium – an additional £500k – The current allocation from the Council is £600k. The proposal for refurbishment of the facility has planning permission and the Council is making funding applications for approximately £3.5 million of external funding to contribute to the project. However, this still leaves a gap of £1 million which we hope to bridge with an additional allocation of £500k from the Council and a bid for the remaining £500k to the Mayor's Olympic Legacy Fund. The details of how to apply to the fund will not be known until later this year but a commitment from the Council to this additional £500k will make it more likely that our bid will be successful.

#### **Housing (including the Housing Investment Programme)**

80. The higher than anticipated outturn reflects the high level of contractual commitments in the 2008/09 housing investment programme from the outset, following significant slippage in the previous year's contracts. These high commitments added to the considerable pressure on HRA resources in the year arising from the increased funding requirements of corporate projects, and the reduced level and delayed realisation of capital receipts due to the unfavourable economic climate, particularly those related to major projects. At the year end there was therefore a requirement to re-profile resources from future years, including increased use of MRA reserves.
81. Outturn was however close to the figures last reported to the Executive meeting on 10 February. The general fund outturn was slightly (£0.1m) higher than forecast due to continued high demand for Disabled Facilities Grants, partly funded from an increased allocation of central government grant. The HRA outturn (excluding the major projects acquisitions programmes) was also slightly (£0.8m) above forecast, with a significant increase in regeneration scheme expenditure largely offset by a reduction in Decent Homes and associated works.
82. Funding from the Housing Investment Programme has been used in part to fund leasehold acquisitions in support of the Council's regeneration programmes to improve the quality and supply of housing. The Council will be continuing to address decent homes needs and increasing requirements for health and safety, and to begin to address these needs, a bid has been tabled requesting £5m per annum across a three year medium term in support of the decent homes programme across the borough
83. The expenditure and budgets for the leasehold acquisitions programmes, and the New Deal for Communities, has been included in the Housing Investment Programme totals

within this report (see Appendix B). In previous reports to Executive these have been classified under the Major Projects department's totals.

84. Elephant & Castle – Heygate – During 2008/09 a further 57 leasehold properties were acquired on the Estate. This brings the total number acquired since September 2007 to 67 leaving a balance of 44 leasehold properties to be acquired at 1<sup>st</sup> April 2009. The total expenditure on the 57 properties was £8.531m.
85. Aylesbury – During 2008/09 a total of 52 leasehold properties were acquired for a total expenditure of £8.394m. Of this the Aylesbury New Deal for Communities programme contributed £7.877m.

## COMMUNITY IMPACT STATEMENT

86. This monitoring report is considered to have no or a very limited direct impact on local people and communities, although of course the capital programme itself will deliver significant enhancements to the amenities and infrastructure of the borough.

## LEGAL IMPLICATIONS

87. The Capital Programme 2008-2016 satisfies the council's duty under the Local Government Act 1999 which requires it to make arrangement to secure the continuous improvement in the way its functions are exercised, by having regards to the combination of economy, efficiency and effectiveness.
88. The Council has a duty under the Local Government Act 2000 to prepare a community strategy for promoting or improving economic, social and environmental well-being of the council for the achievement of sustainable development. The Southwark 2016 community plan satisfies this duty.
89. By agreeing the recommendations in the report the executive will demonstrate that it has made adequate arrangement for the proper administration of the council financial affairs.

Background Papers	Held At	Contact
Policy and Resources: Capital Programme 2007-16 Executive Report 13 February 2007	Tooley Street	Le Cheung Extension 54300
Policy and Resources: Capital Programme 2007-16 Executive Report 29 January 2008	Tooley Street	Le Cheung Extension 54300
Policy and Resources: Capital Programme 2008-16 Executive Report 10 February 2009	Tooley Street	Le Cheung Extension 54300

## APPENDICES

No.	Title
Appendix A	General Fund summary
Appendix B	Housing Investment Programme summary

**Audit Trail**

Lead Officer	Duncan Whitfield, Finance Director	
Report Author	Jennifer Seeley, Assistant Finance Director	
Version	Final to Executive	
Dated	18 <sup>th</sup> September 2009	
Key Decision?	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities Law and Governance	Yes	Yes
Finance Director	Yes	Yes
List other Officers here	-	-
Executive Member(s)	Yes	No
Date final report sent to Constitutional Support Services	18 <sup>th</sup> September 2009	

## GENERAL FUND

DEPARTMENT	Total Budget Available as at 01/04/2008 £'000	2008/09 Outturn Programme Budget variations £'000	Revised Total Budget Available as at 01/04/2008 £'000	2008/09 Outturn £'000	Total Budget Available as at 01/04/2009 £'000
Children Services	57,014	27,270	84,284	18,589	65,695
Deputy Chief Executive	28,969	90	29,059	7,202	21,857
Environment	70,311	5,514	75,825	15,647	60,178
Health & Community Services	6,216	354	6,570	789	5,781
Housing General Fund	20,459		20,459	4,657	15,802
Regeneration & Neighbourhood	22,958	2,496	25,454	8,850	16,604
Major Projects:					
Southwark Schools for the Future	231,225		231,225	9,991	221,234
Other major projects	14,188		14,188	817	13,371
<b>TOTAL SPEND</b>	<b>451,340</b>	<b>35,724</b>	<b>487,064</b>	<b>66,542</b>	<b>420,522</b>
<b>FINANCED BY:</b>					
Corporate Resource Pool	168,294	(1,153)	167,141	26,358	140,783
Supported Borrowing	2,632	2,419	5,051	5,051	0
Reserves & Revenue	5,543	3,212	8,755	1,133	7,622
Capital Grants	266,003	28,833	294,836	32,937	261,899
Section 106 Funds	6,718	294	7,012	1,063	5,949
External Contributions	2,150	2,119	4,269	0	4,269
<b>TOTAL RESOURCES</b>	<b>451,340</b>	<b>35,724</b>	<b>487,064</b>	<b>66,542</b>	<b>420,522</b>

## HOUSING INVESTMENT PROGRAMME

DEPARTMENT	Total Budget Available as at 01/04/2008 £'000	2008/09 Outturn £'000	Total Budget Available as at 01/04/2009 £'000
Decent homes and associated works	191,227	51,851	139,376
Landlord obligations	42,109	13,662	28,447
Regeneration schemes	59,037	30,301	28,736
Other	12,155	3,051	9,104
Aylesbury Acquisition Programme	23,311	8,394	14,917
Heygate Acquisition Programme	22,269	8,535	13,734
New Deal for Communities	9,578	3,599	5,979
<b>TOTAL SPEND</b>	<b>359,686</b>	<b>119,393</b>	<b>240,293</b>
<b>FINANCED BY:</b>			
Corporate Resource Pool	108,157	28,076	80,081
Supported Borrowing	37,578	12,526	25,052
Reserves & Revenue	78,965	15,733	63,232
Capital Grants	24,453	13,114	11,339
Section 106 Funds	266	71	195
Major Repairs Allowance	108,586	49,873	58,713
External Contributions	1,681	0	1,681
<b>TOTAL RESOURCES</b>	<b>359,686</b>	<b>119,393</b>	<b>240,293</b>

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>Meeting Name:</b> Executive
<b>Report title:</b>		Submission of the Council's Transport for London Funded Work Programme for 2010/11 and Indicative Programme to 2012/13	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Strategic Director for Regeneration and Neighbourhoods	

## RECOMMENDATION(S)

That the Executive:

1. Agrees the content of the council's proposed submission to Transport for London (TfL) identifying transport projects to be delivered with TfL Local implementation plan (Lip) funding in 2010/11 and the indicative programme of work for the years 2011/12 and 2012/13 as contained in appendices A and B.
2. Agrees that the identified programme be submitted to TfL by September 30 2009.
3. Delegates authority to the Executive Member for Environment to amend the programme for 2010/11 should any variations to the proposed programme be required. The Executive Member shall consult community council chairs regarding scheme changes in their area.
4. Delegates authority to the executive member for environment to determine the most appropriate use of the £100K discretionary funding allocated by TfL for 2010/11.
5. Agrees to the implementation of the agreed programme as set out in appendices A and B.

## BACKGROUND INFORMATION

6. Section 145 of the Greater London Authority Act 1999 (GLA 1999) requires each council in London to prepare a Local implementation plan (Lip) to detail how the authority will assist in delivering the Mayor's Transport Strategy.
7. The Lip sets out how the council works with partners to coordinate and improve its transport infrastructure and services in the borough. The council's Lip was approved by the Mayor of London on February 21 2007 and adopted by the council's Executive on March 20 2007.
8. The council's road safety plan was adopted on May 19 2009 and the schemes identified will help deliver the objectives set out in the plan and the council's goal of 20mph as the default speed limit for the borough.
9. TfL provides financial assistance to boroughs, sub-regional partnerships and cross-borough initiatives under section 159 of the GLA Act 1999. All councils within London are able to obtain funding on an annual basis to deliver schemes identified in the Lip. This process is part of the Lip annual progress report (APR).



10. The Mayor's Transport Strategy is due to be revised in 2010 with the new Mayor's policy for transport in London currently represented by the Statement of Intent published in May 2009.
11. The borough is responsible for identifying a programme of transport improvements to reflect the integrated transport programme allocation. This programme is then submitted to TfL for confirmation based on compatibility with the Mayor's policy framework.
12. In May 2009 TfL issued new guidance for borough funding in 2010/11. This 'transition' year will see significant changes to the Lip funding process prior to the development of the second round of Lips due in 2011/12. The council's submission must accord with the 'Lip funding guidance for 10/11' (hereafter referred to as 'the guidance').
13. The new Lip funding process replaces the previous system of bidding for funds with a new formula based allocation reflecting the transport needs of the borough. This formula contains a number of key criteria such as population, road network, road casualties and so on.
14. The formula funding is allocated under three categories that make up the "Integrated transport programme". These categories are corridors, neighbourhoods and smarter travel.
15. The overall TfL Lip budget remains similar with £155 million of transport funding for London authorities in 2010/2011 and £150m for 2011/12 and 2012/13. Southwark's allocation for 2010/11 is £3.349m comprising of £1.615m for corridors, £1.261m for neighbourhoods, £373k for smarter travel and £100k of discretionary funding to be spent as the council sees fit. This is the total funding that the borough should expect to receive for the integrated transport programme. The council may submit proposals up to 20% over the allocated budget, but only as reserve schemes should core schemes prove to be undeliverable. The council may also adjust the funding split between corridors, neighbourhoods and smarter travel by up to plus or minus 20%, but always within the same overall allocation.
16. The above allocation does not include area based schemes (large urban realm and accessibility projects). The council can still bid for area based schemes separately with £24m available for allocation across London in 2010/11.
17. The above allocation does not include maintenance of the principal road network or bridge strengthening and assessment works which are funded on a needs basis. For the former, the council has been provisionally allocated £381k for 2010/11 and an indicative maintenance programme is detailed in Appendix B. For the latter, at time of writing, a bid for 10/11 for design work on the Camberwell Grove Bridge is also envisaged.

#### **KEY ISSUES FOR CONSIDERATION**

18. The council's funding allocation for 2010/11 of £3.349m is broadly in line with funding received in previous years under the former funding system. In 2009/10 the council received equivalent funding (excluding area based schemes and principal road renewal) totalling £3.537m.

19. The new funding system recognises that transport projects do not necessarily fall into simple mode based treatments such as walking schemes, cycling schemes, bus schemes and so on. Instead, the system encourages a holistic approach which looks at all the transport issues at a particular location and seeks to deliver solutions that balance the needs of all users and to address them in one go in order to maximise value for money and minimise disruption.
20. Officers have undertaken an assessment of transport issues across the borough based on available data and known issues reported by the community. As a result a number of 'hot spots' were identified in each community council area. Through the community councils, the community have been asked to rank these hot spot areas in order of importance, as well as to suggest other areas not covered. As well as area specific issues, officers have also identified a number of cross borough issues and opportunities as part of this assessment.
21. The identification of projects at this stage of the process, albeit in outline form, brings forward the ability to involve residents and ward members at a more detailed level than before. Rather than considering how much to bid for against certain categories with particular schemes to be identified later, the focus is now on identifying and prioritising future schemes. Within the short timescales available, consultation has been carried out with the local community to help determine a list of schemes that best match local aspirations.
22. Given the limited amount of funding available and the number of possible projects in each community council area together with cross borough projects, it has been necessary to prioritise projects to take forward. Officers have therefore carried out a further assessment balancing local priorities against borough wide priorities and strategic policies and objectives in order to arrive at a final scheme list. Following consideration of community council and strategic priorities the executive member for the environment has agreed the overall scheme list presented in this report.
23. There is a natural link between this work, the s106 project banks and other projects identified by the community such as cleaner, greener, safer. In developing the transport improvement programme officers have considered the prioritised community project bank proposals. The schemes identified complement existing proposals, priorities and funding streams.

### **Policy implications**

24. The proposed programme of works is consistent with the council's Lip as well as the council's broader policy framework and various national and regional policies including the Mayor's Statement of Intent, as required by TfL.
25. The Lip has been prepared to meet the Mayor's Transport Strategy objectives and will help the council to achieve the priorities set out in Southwark 2016: Sustainable community strategy.

### **Community impact statement**

26. It is expected that the proposed schemes that receive funding will provide a tangible positive benefit for those living and working in Southwark and local consultation will be undertaken as part of their implementation.

27. An equality impact statement and a strategic environmental assessment were undertaken as part of the development of the Lip and the impact on the community was considered as part of this.
28. It was considered that overall proposals within the Lip, including the road safety plan, school travel plan strategy, parking and enforcement plan, walking plan, and cycling plan should have a positive impact on all Southwark residents. However the council will undertake ongoing monitoring to ensure there are no adverse implications for the community.

### **Impact on child safety**

29. Several projects for improving child safety in the borough are included in the funding submission and this has been a key consideration in assessing priority projects. In particular, projects will support the aims set out in the school travel plans strategy that is included in the Lip. This assists the borough in meeting its commitments to achieve a 60% reduction in the number of children killed or seriously injured by 2010.

### **Resource implications**

30. Details of the proposed schemes together with indicative costs are set out in appendices A and B.
31. Indicative management and implementation costs for each scheme have been taken into account in the submission.

### **Consultation**

32. The submission builds on the consultation carried out during the compilation of the Lip, which underwent six weeks of community consultation in late 2005. Over subsequent years all correspondence from the community has been logged and this together with broader feedback received and community led proposals has been a major factor in the consideration of schemes proposed in this report. For example, the proposed scheme to improve the junction of Peckham Hill Street and Bird in Bush Road was identified following requests from the local school and the school crossing patrol at the junction, and was previously submitted by the community as a cleaner, greener, safer scheme.
33. Officers attended each of the community councils in July 2009 to present the proposed programme and seek local input. Despite short timescales dictated by TfL the consultation period was open for 6 weeks and the shortest timescale for the return of feedback following community council meetings was 2 weeks.
34. A presentation or workshop was held at each of the community councils, outlining the purpose of the funding submission and the processes involved. Attendees were asked to provide feedback by ranking the projects proposed in their area in order of importance and by suggesting alternative projects. This local information and feedback from the community councils has been a significant factor in the selection of schemes to take forward.
35. Once the projects we are proposing have been confirmed by TfL, separate formal consultation, in accordance with the council's policies and commitments,

will be undertaken prior to their detailed design or implementation. This provides the opportunity for community councils and residents to influence the detailed design. In addition, community councils will be given the opportunity to influence the delivery of cross-borough proposals affecting their area.

#### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

36. Comments have been sought from the Strategic Director for Communities, Law and Governance, the departmental finance manager and the Strategic Director of Environment and Housing.

#### **Strategic Director of Communities, Law and Governance**

37. Executive are being asked to agree the content of the Council's proposed submission to TfL identifying the transport projects to be delivered with TfL Lip funding in the year 2010/11 and also to agree the indicative programme of works for the years 2011/2012 and 2012/2013.
38. Executive are also being asked to delegate to the Executive Member for Environment, the authority to delegate any variations to the proposed programme in consultation with community council chairs. Full consultation of all eight of the community councils took place in July 2009 in accordance with Paragraph 20 of Part 3H of the Constitution, therefore any further minor amendments can be consulted upon direct with the community council chair only.
39. In addition to the above, Executive are being asked to delegate to the Executive Member for Environment the authority to decide the most appropriate use of the £100k discretionary funding allocated by TfL for the year 2010/2011. The funding must be used for transport purposes which must be consistent with the Mayor's Transport Strategy. The council's proposed programme of works satisfies this criteria.
40. This report is being put before Executive for a decision under Part 3B of the Constitution. Paragraph 4 of that Part which is headed "Policy" states that Executive will be the decision making body for matters determining the council's programme of works having regard to budgetary considerations. The following paragraph 5, states that Executive has the authority to identify a programme of works for the environmental needs of the area.

#### **Departmental Finance Manager**

41. This report is seeking the agreement of the Executive to the council's proposed submission to Transport for London (TfL) identifying transport projects to be delivered with TfL Lip funding in 2010/11 and the indicative programme of work for the years 2011/12 and 2012/13
42. There are no adverse resource implications if this report is approved. Funding will come entirely from TfL budgets.

#### **Strategic Director of Environment and Housing**

43. The proposed programme of works is consistent with the environment and housing departments programme for investment in the public realm for the coming years as well as the council's broader public realm policy framework and

various national and regional policies. Projects have been considered along side other known public realm investment plans to ensure the coordination of interventions in each area. The levels of expenditure allocated against each project are currently indicative only and may be subject to change following more detailed design and procurement options.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Local implementation plan, including road safety plan, school travel plan strategy, parking and enforcement plan, walking plan, and cycling plan	Transport and Planning, Tooley Street	Simon Phillips on 020 7525 5542

## APPENDICES

No.	Title
Appendix A	Integrated transport programme proposals
Appendix B	Principal road renewal proposals

## AUDIT TRAIL

<b>Lead Officer</b>	Richard Rawes, Strategic Director for Regeneration and Neighborhoods	
<b>Report Author</b>	Simon Phillips, Principal Transport Planner	
<b>Version</b>	Final	
<b>Dated</b>	Sept 18 2009	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Communities, Law and Governance	Yes	Yes
Finance Director	Yes	Yes
Strategic Director of Environment and Housing	Yes	Yes
<b>Executive Member</b>	Yes	Yes
<b>Date final report sent to Constitutional/Community Council/Scrutiny Team</b>	18.09.2009	

**APPENDIX A – INTEGRATED TRANSPORT PROGRAMME**

**Provisional Lip settlement 2010/11**

<b>Programme area</b>	<b>Allocation £000</b>
Corridors	1,615
Neighbourhoods	1,261
Smarter travel	373
<b>Total allocation</b>	<b>3,249</b>

<b>Project</b>	<b>Type</b>	<b>Community Council</b>	<b>Description</b>	<b>Cost £000</b>		
				<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
Southampton Way (between Commercial Way and Bowyer Place)	Corridors	<b>Camberwell</b>	Public realm, cycling infrastructure and parking improvements	135	140	
East Dulwich public realm and pedestrian access scheme (Grove Vale and Lordship Lane)	Corridors	<b>Dulwich</b>	Public realm and improved access to the East Dulwich station, improved pedestrian crossing provision on Lordship Lane, speed reduction measures on Grove Vale	240	260	
Peckham Hill St (between Commercial Way and Peckham High Street)	Corridors	<b>Peckham</b>	Road safety and bus stop interchange improvements (20mph limit)	300		
Camberwell Road junction with Wyndham Road	Corridors	<b>Camberwell</b>	Introduction of pedestrian phasing at the junction of Camberwell Road with Wyndham Road	220		
Peckham Rye South (between Scylla Road, East Dulwich Road and Nunhead Lane)	Corridors	<b>Nunhead and Peckham Rye</b>	Review of signalised junctions, pedestrian and cycle improvements	190	300	
Southwark Park Road/Grange Road (between St James's Road and Tower Bridge Road)	Corridors	<b>Bermondsey</b>	Road safety and access to Spa Park. Reduce speeds and address vehicle dominance	220	180	

Project	Type	Community Council	Description	Cost £000		
				2010/11	2011/12	2012/13
Lower Road-Plough Way junction	Corridors	<b>Rotherhithe</b>	Remove No Entry restriction to allow through access to Rotherhithe New Road	140		
Cycle training	Corridors	<b>Boroughwide</b>	Provision of cycle training across Southwark. To cover staffing, management, promotion, publicity and delivery of training sessions to all groups	170	170	170
Albany Road (between Old Kent Road and Camberwell Road)	Neighbourhoods	<b>Walworth</b>	Average speed camera trials and associated measures to calm traffic and improve accessibility for pedestrians	70	100	
Bird in Bush junction with Peckham Hill Street	Neighbourhoods	<b>Peckham</b>	Raised zebra to improve road safety and access to the canal and the introduction of a 20mph speed limit on this stretch of road	200		
The Blue and surrounds	Neighbourhoods	<b>Bermondsey</b>	Works to complement the ILRE funding, safety and pedestrian accessibility improvements	181	185	
Copeland Road and Consort Road	Neighbourhoods	<b>Nunhead and Peckham Rye</b>	Improvements to pedestrian and cycle facilities, particularly around school on Brayard's Road	250		
East Street public realm improvements	Neighbourhoods	<b>Walworth</b>	Improvements to the market area and safety at the junction with Portland Street	250		
Accessibility around the Brunel Museum (Rotherhithe)	Neighbourhoods	<b>Rotherhithe</b>	Access to the Brunel museum and the river Thames, including widening footways, declutter and signage	160		
Speed reduction measures (boroughwide)	Neighbourhoods	<b>Boroughwide</b>	General speed reduction measures, including ISA devices on council fleet vehicles and 20mph speed limits on borough roads	50	50	50
Sustainable travel infrastructure	Neighbourhoods	<b>Boroughwide</b>	Identification and delivery of borough wide on street cycle parking, dropped kerbs, estate cycle parking and other measures to support sustainable modes of travel	60	60	60

Project	Type	Community Council	Description	Cost £000		
				2010/11	2011/12	2012/13
Surveys	Neighbourhoods	<b>Boroughwide</b>	Cross borough programme of surveys and monitoring at a strategic level, including walking, cycling and traffic counts	40	40	40
Travel awareness promotion and events	Smarter travel	<b>Boroughwide</b>	Various events and activities associated with promoting smarter travel choices. Including mobility week, bike week and the promotion of car clubs	143	145	150
School travel plan monitoring and implementation	Smarter travel	<b>Boroughwide</b>	Support for school travel, including staffing a school travel advisor, allocations for small grants to schools, independent travel for those with special needs and monitoring of school travel plans.	131	129	129
Travel plan support and implementation	Smarter travel	<b>Boroughwide</b>	Advice and support for travel planning groups and travel plan development and implementation. Includes staffing, implementation of the council's own travel plan and providing funding for local travel planning groups	70	70	70
Travel awareness initiatives to support corridor and neighbourhood schemes	Smarter travel	<b>Boroughwide</b>	Initiatives to achieve a more holistic delivery of the transport improvement programme and maximise the impact of new corridor and neighbourhood schemes through travel awareness, education, publicity, cycle training etc.	29	29	29
Denmark Hill (from Champion Park to Champion Hill)	Corridors	<b>Camberwell</b>	Works to address collisions and vehicle speeds		165	160
Salter Road speed reduction	Corridors	<b>Rotherhithe</b>	Reduce vehicle speeds and dominance by lowering the speed limit to 20mph through physical measures or average speed cameras (depending on suitability)		150	250
Number 42 bus extension	Corridors	<b>Dulwich</b>	Extension of the 42 bus to Sainsbury's on Dog Kennel Hill		250	250
West Walworth pedestrian improvements	Neighbourhoods	<b>Walworth</b>	Encourage more walking trips through legibility, permeability and accessibility improvements to the stations and Walworth Road		185	200



Project	Type	Community Council	Description	Cost £000		
				2010/11	2011/12	2012/13
Borough and Bankside area wide traffic calming	Neighbourhoods	<b>Borough and Bankside</b>	Area wide traffic calming through the use of 20mph zones, limits and/or average speed cameras		380	
Long Lane safety improvements	Neighbourhoods	<b>Borough and Bankside</b>	A scheme to vary carriageway width and lessen the dominance of vehicles to give more space to pedestrians. Elements of shared space proposed		245	100
Electric vehicle on street charging points	Neighbourhoods	<b>Boroughwide</b>	Electric vehicle on street charging points at key locations		50	
Evelina Road pedestrian improvements	Corridors	<b>Nunhead and Peckham Rye</b>	Traffic calming and improved crossing points. Calmed central area			250
Walking links from Bermondsey Spa to Bermondsey Station	Corridors	<b>Bermondsey</b>	Improvements to walking links to Bermondsey station, wayfinding and public realm works.			234
Riverside and Museum access	Neighbourhoods	<b>Borough and Bankside</b>	Accessibility and declutter/public realm improvements around the Tate modern and on the streets that lead to the river, complementary to the Bankside Urban Forest			350
Rotherhithe area wide traffic calming	Neighbourhoods	<b>Rotherhithe</b>	Area wide traffic calming through the use of 20mph zones, limits and/or average speed cameras			350
Bellenden area traffic management scheme	Neighbourhoods	<b>Nunhead and Peckham Rye</b>	Review of one-way system and network operation in the Bellenden area			75
Nunhead Station	Neighbourhoods	<b>Nunhead and Peckham Rye</b>	Accessibility improvements around station			151
Peckham access improvements	Neighbourhoods	<b>Peckham</b>	Accessibility and declutter/public realm improvements on the streets that run between Commercial Way and St George's Way			215
				<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
<b>Totals £000</b>				3,249	3,283	3,283
<b>Corridors</b>				1,615	1,755	1,354
<b>Neighbourhoods</b>				1,261	1,155	1,551
<b>Smarter travel</b>				373	373	378

## APPENDIX B – PRINCIPAL ROAD RENEWAL

The table below shows principal roads (excluding TfL roads / red routes) in Southwark prioritised according to need, based on condition surveys. Southwark has been allocated indicative funding of £381k for 2010/11, but asked to submit proposals up to 25% above that figure (giving a total of £477k) to allow for possible reserve schemes. All things being equal, roads should be treated in order of the priority list below and this will form the basis of the council's submission to TfL. Other factors such as deliverability and co-ordination with other schemes and street works, however, need to be taken into consideration and may affect the order in which maintenance improvements are delivered.

Road name	Cost of footway	Cost of carriageway	Total
Borough Road	£93,610.00	£284,625.00	£378,235.00
Champion Park	£78,589.00	£105,294.00	£183,883.00
Lower Road	£78,056.00	£150,682.00	£228,738.00
Bush Road	£64,125.00	£202,500.00	£266,625.00
Rotherhithe Old Road	£69,851.00	£139,702.00	£209,553.00
Hawkstone Road	£82,400.00	£187,872.00	£270,272.00
Lambeth Road	£61,927.50	£174,474.00	£236,401.50
Rye Lane	£127,664.00	£494,496.00	£622,160.00

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>Meeting Name:</b> Executive
<b>Report title:</b>		Disposal of John Smith House Walworth Road London SE17	
<b>Ward(s) or groups affected:</b>		Newington	
<b>From:</b>		Strategic Director of Regeneration and Neighbourhoods	

### RECOMMENDATION(S)

That the Executive agrees:

1. That John Smith House, Walworth Road London SE17, as shown edged red on the attached plan ("the Property"), be sold freehold to Safeland plc/Alliance and Mutual ("the Buyer") on terms and subject to provisions outlined in the private agenda report .
2. That all necessary arrangements be made to vacate and clear the Property in order to facilitate the sale at a date to be agreed by the Head of Property.
3. That arrangements for the council to take a short-term licence of the basement network room from the Buyer be put in place as appropriate upon terms to be agreed by and subject to the approval of the Head of Property.

### BACKGROUND INFORMATION

4. Executive on May 2 2007 authorised the acquisition of 160 Tooley Street London SE1 as part of the Modernisation programme. This was supported by a business case envisaging the sale of surplus office premises vacated following relocation to Tooley Street.
5. The Property has just ceased office use. It provides 32,000 net square feet of office space in a Georgian Grade II listed building with frontage to Walworth Road, with a large 1970s extension to the rear.
6. Agents GVA Grimley were instructed to market the Property following a tender exercise. The Property has been advertised in the national property press and on the Internet with additional direct marketing to known potential buyers. GVA Grimley have been marketing the Property since November 2008.
7. This marketing period has generated several firm offers for the Property. These are described in detail in the closed agenda report with a recommendation to accept the best deliverable offer.
8. GVA Grimley recommend to the council that this opportunity for a sale be taken now as it is the best offer that has been received after many months of marketing. The alternative of waiting for improved conditions carries the risk that they might not materialise, meanwhile the council would be liable for running costs, security, maintenance and repairs. Letting the Property has been considered and some informal marketing on that basis carried out by GVA Grimley but this is not an area in which office space is in much demand, either for single large demises or smaller units.

9. The sale price offered by the Buyer and recommended for acceptance is analysed in the closed agenda report . The Head of Property recommends that this offer be accepted and confirms that it is the best consideration reasonably obtainable for the purposes of the Local Government Act 1972 section 123.
10. The Buyer states that they propose to use the Property as a budget hotel with a likely customer group of younger people visiting the capital. Future changes of use are possible once the Property passes out of the council's ownership and control, but these would be subject to Local Development Framework guidelines and necessary planning consents.
11. A network room occupies part of the basement level of the Property and it has not proved possible to move this facility prior to the sale. A short-term licence of the network room is proposed and the buyers have indicated that in principle they are willing to grant such a licence at nil rental with the council remaining liable for any other costs of this facility for a short period, estimated at six months, while the equipment is relocated.

## **KEY ISSUES FOR CONSIDERATION**

### **Policy implications**

12. The proposal supports the agreed strategy of modernising council working practices by removing staff from buildings spread across the borough into one administrative office. The proposal will thereby assist with the attainment of corporate priorities around performance management and customer focus.
13. The proposal will generate a significant capital receipt in support of the Modernisation agenda and the fit-out of 160 Tooley Street. It will also mitigate against future revenue expenditure on the Property.

### **Community Impact Statement**

14. Relocation of council services to 160 Tooley Street will mean a more efficient, accessible and environmentally friendly working environment. The equality implications of this move have already been reported.

### **Resource implications**

15. The proposal will generate a substantial capital receipt in support of the modernisation agenda, specifically the fit-out of 160 Tooley Street.
16. Disposal of the Property will reduce the burden on outgoings, repairs, maintenance, services etc.
17. Disposal of the Property will expedite the relocation of staff in line with the Modern Working Practices strategy and relinquish a building which, although of architectural merit and a local landmark, is not ideal for long-term office use as currently configured.

## Consultation

18. No external or public consultation has been deemed necessary, as the council has widely publicised its Modernisation programme.

## SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

### Strategic Director for Communities, Law and Governance

19. The Executive is advised that the provisions of Section 123 of the Local Government Act 1972 provide that except with the consent of the Secretary of State, a council shall not dispose of non housing land, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained. The Executive will note from paragraph 9 of this report that the Head of Property confirms that the sale price set out in the accompanying private agenda report represents the best consideration that can reasonably be obtained and therefore the Executive may approve the disposal of the Property to the Buyer.
20. Recommendation 3 of this report is a matter reserved to the Head of Property under Part 3P of the council's constitution under delegated authority.

### Finance Director

21. This report recommends terms for the sale of John Smith House. The report describes the processes undertaken to generate offers for the sale. The Head of Property recommends that an offer is accepted, which is subject only to contract and not to any subsequent planning permission.
22. The capital receipt from the sale of the property will form part of the council's resources to fund its extensive capital programme. The Finance Director notes that there will be a short term licence of the basement network room. The costs of this licence must be met from existing budgets.

## BACKGROUND DOCUMENTS

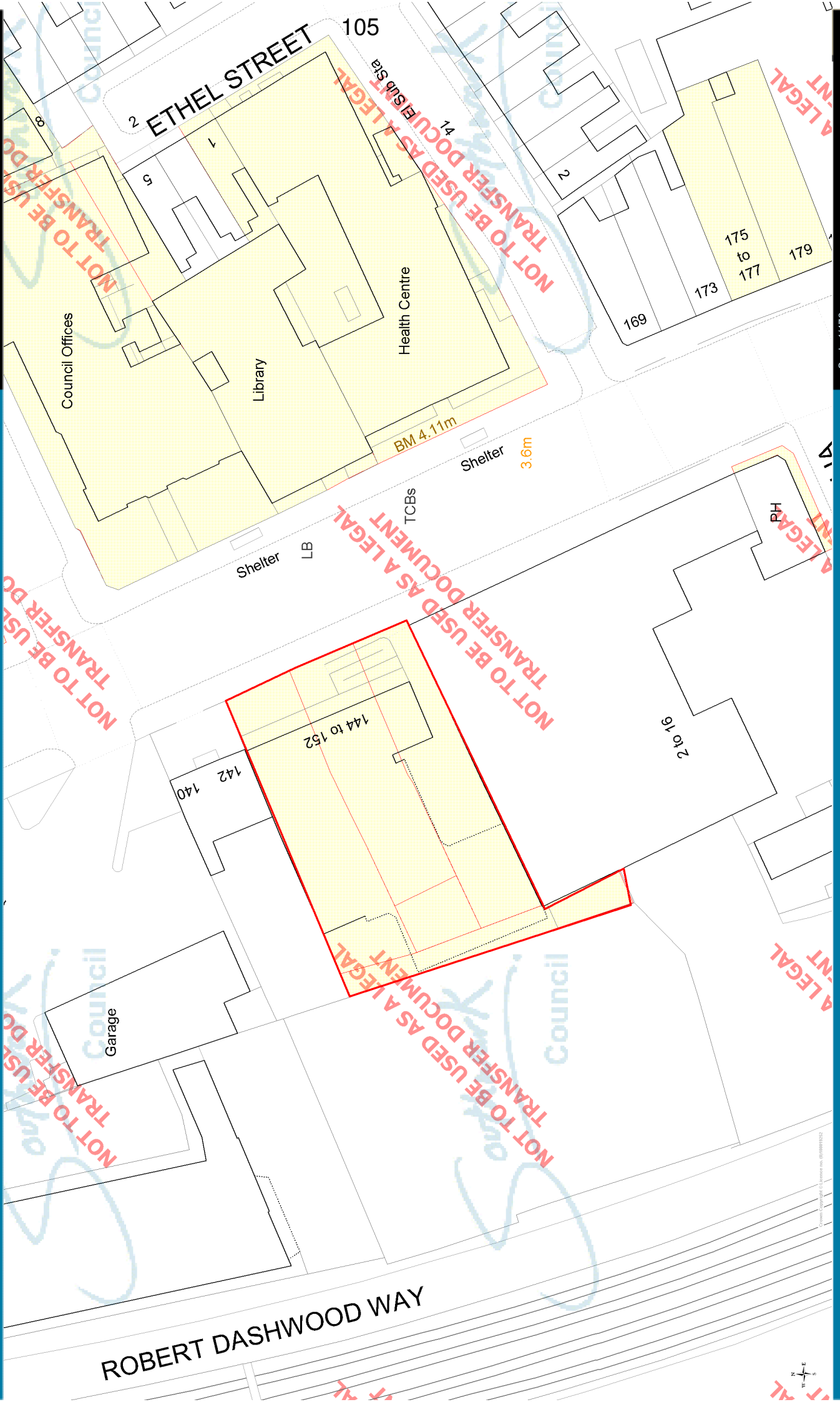
Background Papers	Held At	Contact
Executive report, May 2 2007	Southwark Property, Regeneration and Neighbourhoods, 160 Tooley Street SE1 2TZ	Christopher Rhodes Principal Surveyor 020 7525 5480

## APPENDICES

No.	Title
Appendix 1	Plan

**AUDIT TRAIL**

<b>Lead Officer</b>	Richard Rawes, Strategic Director of Regeneration and Neighbourhoods	
<b>Report Author</b>	Christopher Rhodes, Principal Surveyor	
<b>Version</b>	Final	
<b>Dated</b>	September 18 2009	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director for Communities, Law and Governance	Yes	Yes
Finance Director	Yes	Yes
<b>Executive Member</b>	Yes	Yes
<b>Date final report sent to Constitutional/Community Council/Scrutiny Team</b>	18.9.2009	



<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>MEETING NAME</b> Executive
<b>Report title:</b>		Disposal of the Council's freehold interest in Site C5 Grange Walk and the One Stop Shop 17 Spa Road, Bermondsey Spa.	
<b>Ward affected:</b>		Grange Ward	
<b>From:</b>		Strategic Director of Regeneration and Neighbourhoods	

## RECOMMENDATIONS

That the Executive:

1. Approves the disposal of Site C5 on the principal terms set out in the closed section of this report.
2. Approves the disposal of 17 Spa Road (Bermondsey One Stop Shop) on the principle terms set out in the closed section of this report subject to a further Executive decision that this property is surplus to requirements.
3. Authorises the Head of Property to agree any variations to these terms that may be necessary to achieve the regeneration in the light of further negotiations and securing full planning consent.
4. Notes the disposal will be conditional on surplus declarations being obtained for George Tingle House and Larnaca House.

## BACKGROUND INFORMATION

### Regeneration policy and strategic planning

5. The Masterplan for the regeneration of Bermondsey Spa, approved in October 2000 identified a number of sites for regeneration within the overall area and the following objectives: to better the area, to shape the bigger picture, to encourage community development and to maximise the value of the council's land holdings.
6. This report is in respect of two adjoining sites within Site C, the largest single site within the Bermondsey Spa Regeneration Area. This site is bounded by Spa Road, Neckinger, The Grange and Grange Walk and is shown coloured pink on the map attached at Appendix 1.
7. The two sites concerned, Site C5 Grange Walk and 17 Spa Road (currently occupied by the Bermondsey One Stop Shop) are shown edged red on the plan attached at Appendix 3.
8. Site C has been afforded planning protection in Southwark Plan (UDP) and is identified in Appendix 3 of that plan as Site 20P. The uses required are C3 (dwelling houses) D use classes (non-residential institutions with priority for health; assembly and leisure) and B1 (business). Other acceptable uses are A Classes (shops, restaurants) with no other uses allowed. The estimated



residential capacity is 483 – 1127 residential units and affordable housing should account for at least 35% of the accommodation.

9. A detailed masterplan for Site C was agreed by the Executive on July 18 2006 as a development framework for its regeneration. The objectives are to create a place of interest and character, increase permeability through the site with emphasis on the creation of pedestrian and cycle routes keeping vehicular access to a minimum. The setting of the public realm has been a priority and the masterplan recommends the creation of open spaces and squares to be used by all within the community that compliment the newly redeveloped Spa Park. The masterplan encourages high quality and efficient urban design and to maximise the use of the land. A predominantly residential scheme was proposed for the site however, other proposed uses include commercial office space, shops/restaurants, community uses and public and private open space.
10. The Executive further agreed that the disposal of the council's land within Site C should be progressed in a way that would ultimately deliver its objectives.
11. On January 30 2007, the Executive approved a revised accommodation strategy for the borough which included the provision for the detailed proposals for Site C to be developed in conjunction with other matters arising from the council's evolving review of its office accommodation arrangements. Receipts arising from the disposal of vacated sites and buildings have been identified as part of the funding for this strategy.

### **Council land holdings**

12. The extent of the council's freehold ownership within Site C is shown shaded yellow in the plan at Appendix 2.
13. This report relates to the planned disposal of the two adjoining parts of this site shown edged red on the plan at Appendix 3 and separately identified as;
  - **Site C5** which fronts Grange Walk and includes Woodmill House, car parking land; Larnaca and George Tingle Houses, the Old Canteen and various stores. The total area of this site is approximately 1.098 hectares (2.71 acres).
  - **17 Spa Road** which currently occupied by the Bermondsey One Stop Shop which fronts Spa Road between the Old Town Hall and the Old Library. The area of this site is s this site is 0.16 hectares (0.47 acres)
14. The majority of these two sites are held for General Fund purposes but the site of George Tingle and Larnaca Houses is held for Housing Revenue Account purposes. This comprises an area of approximately 2,960m<sup>2</sup>.
15. The other sites within the council's ownership are 19 Spa Road ( the old Town Hall), Mable Goldwyn House, Evelyn Coyle House and Gibson House.

### **Current use**

16. Within Site C5, the Woodmill Building and the stores will be vacated by the end of September. Council staff have moved to Tooley Street and PCT staff have moved within Site C to Mabel Goldwyn House. These buildings will then become surplus to requirements.

17. The two residential blocks, George Tingle and Larnaca Houses should also be vacated by the end of September as tenants are relocated to new homes in St James Square. All 11 leasehold flats have now been acquired by negotiation. All statutory consultation has taken place.
18. The Southwark Irish Pensioners Projects who are currently based in the Old Canteen will be moving within Site C to Evelyn Coyle House in Spring 2010.
19. An October 2008 Executive report recommended that Bermondsey Town Hall (19 Spa Road), adjacent to the 17 Spa Road site should be retained as modern flexible general purpose office accommodation to accommodate the locality based team and the Children Looked After Safe Guarding and Specialist Services team. This approach gives considerable opportunities for service integration and improvement. It would reduce the costs of maintaining several high cost buildings and frees sites for disposal, providing receipts for the capital programme.
20. Under the Localities Programme, a detailed study has been made of the potential configuration and refurbishment possibilities at 19 Spa Road and a solution developed which incorporates the requirement for a separate and secure entrance for the Children Looked After service in the lower ground floor of the building.
21. The Localities Team have also considered incorporating the One Stop Shop currently accommodated at 17 Spa Road site into 19 Spa Road development. This approach is in line with the Asset Management Plan's Corporate Asset Objectives to optimise use, consolidate and rationalise property, reduce running costs, redirect accommodation costs into service improvement, explore the benefits of bringing closer together customer facing services and improving retained accommodation. Co-locating the One Stop Shop and After Care Service is also attractive from a service perspective as it will help the process of transitioning young people into main stream service provision.
22. A feasibility study demonstrates that accommodating the One Stop Shop in 19 Spa is possible alongside the other service requirements in the building and the sensitive areas of the Children's Services operation can be kept separate from the public and staff areas of the rest of the complex.

#### **Properties Outside of the Council's Ownership**

23. On the eastern boundary with a substantial frontage to Neckinger there is a large primary sub-station owned freehold by EDF. (shown shaded green in Appendix 4) Relocation of the sub-station from this building would be desirable but the cost may be prohibitive. Initial discussions with EDF have indicated that this is an operational building that they wish to retain at this time.
24. To one side of Site C, with a small frontage to Grange Walk, is a privately owned site known as Larnaca Works. The property is shown shaded blue in Appendix 4). The site has a planning consent for 90 residential units in three blocks and there is a S106 agreement that includes a commitment to provide £84K worth of public realm works in the form of two public squares within Site C5. Ground works have now started on site.

## KEY ISSUES FOR CONSIDERATION

### Basis of disposal

25. Disposal of Site C5 was agreed by the Executive on May 2 2007 as part of package of surplus properties.
26. It was agreed by Major Projects Board on the April 23 2009 that bidders should be given the opportunity to include the One Stop Shop site in their informal tenders but as this site is not yet surplus to requirements, the additional value attributable to the inclusion of this site would need to be clearly identified and separately costed from site C5.
27. There is a requirement to generate a capital receipt from the sale of all land within Site C and certainty of receipt is a key consideration.
28. The disposal of this site also needs to achieve the best consideration in accordance with section 123 of the Local Government Act 1972 and section 32 of the Housing Act 1985.
29. Although it is proposed to dispose of these sites for redevelopment by others, the borough will nevertheless want to ensure the completed development satisfies its aspirations in terms of design, landscape, and sustainability. Any scheme should reflect the vision set out in the masterplan and the Southwark Plan
30. The disposal will be conditional on vacant possession being obtained and demolition commencing prior to completion. Demolition of the existing residential buildings will be carried out by the developer as agent for the council to ensure compliance with the requirements under paragraph E3.1 of the General Consent for the Disposal of Part II Land 2005.

### Current market conditions

31. The UK economy effectively entered into recession in the fourth quarter of 2008 and the credit crisis has impacted adversely on all sectors especially the housing market. Over the last 12 months the government has taken steps to rescue struggling banking institutions and the Bank of England has cut interest rates to 0.5 % in March this year, their lowest level in the bank's 315 year history.
32. Government initiatives such as changes in the stamp duty threshold charge and VAT rate cuts have been thwarted by the complexity of the current crisis. Unemployment continues to rise and figures show a 220,000 quarterly increase to 2.43 million at June 2009 - the highest level since 1997.
33. The UK housing market has been one of the biggest casualties of the credit crisis. Nationwide reported falls in house prices of 17.2% in 2008 and a fall of 25% overall from the peak in October 2007. There are now some signs of improvement in the market and in August 2009, Nationwide reported the fourth consecutive month rise in prices and that prices have now recovered to 84% of 2007 values. However the majority of experts still remain cautious that this is a clear indication of sustainable recovery in the housing market as the recent increase have been driven by a shortage of properties coming onto the market

and low interest rates. House builders continue to struggle to find first time buyers due to restrictions on mortgage finance and repossessions continue to rise. The Council of Mortgage Lenders announced that 40,000 homes were repossessed in 2008 and an anticipated 75,000 homes will be repossessed in 2009.

34. Government affordable housing initiatives may enable some developments to progress. The Homes and Communities Agency (HCA) allocated £3bn to fund development of affordable housing in London for the next two years (2008-2010).
35. In terms of commercial space, the London office investment market continues to suffer and landlords continue to offer reduced rents and incentives in the hope of kick-starting the occupier market.

### **Method of Disposal**

36. The freehold interest in Site C5 was formally placed on the market in January 2009 through Lambert Smith Hampton.
37. The site was marketed on the basis of a two stage process, with expressions of interest being invited in the first instance. There was a good response to the advertising and expressions of interest were received on the March 13 2009. All were conditional on planning consent being obtained before completion.
38. Major Projects Board agreed on April 23 2009 to engage with four short listed parties with a view to their submission of informal tenders in mid July and to cease engagement with those interested parties who were not selected for the shortlist.
39. This further period of engagement has included the preparation of draft Heads of Terms for the sale and meetings with all the bidders to discuss same. There has also been the opportunity for bidders to submit their proposed schemes for formal pre-application planning advice. All four bidders met with planners and have had the chance to amend their schemes in line with comments received.

### **Assessment of informal tenders**

40. Tenders were received from all four applicants on July 17 2009
41. The bidders were asked to set out their proposals on the basis of
  - A formal response to the draft Heads of Terms setting out the terms of purchase including price, proposed phasing of payments and overage based on sales, planning and disposal.
  - Details of the company submitting the proposal including funding arrangements
  - The company's history of delivering large mixed use schemes including examples of successful projects.
  - Outline proposals for the site
42. Tenders were invited on two bases
  - Plan A                      Site C5 alone

- Plan B                      Site C5 plus 17 Spa Road (The One Stop Shop)
43. In order that proposals could be assessed against the requirement to achieve best consideration, a valuation report was obtained from King Sturge, a national practice of chartered surveyors.
  44. Applicants were asked to consider including overage provisions so that the council will benefit if the developer achieves more than set number of units or end sale values or in the event that the site is sold on for profit.
  45. Where phased payments were submitted the net present value of future receipts would be calculated to allow greater value to be attributed to earlier receipts.
  46. Bidders were asked to assume that the residential blocks George Tingle and Larnaca would be demolished and the One Stop Shop would be dismantled and removed at the council's cost prior to completion. The reason for this approach is that the council has a duty to ensure that residential blocks sold for redevelopment are demolished.
  47. Assessment of the tenders in term of quality as well as price is important so the deliverability of applicants' proposals for the site both in financial and planning terms have also been assessed. Selecting the right partner is crucial to the delivery of continued high quality, well planned development, with the associated enhanced financial values.
  48. In order to ensure that bidders fully understood the council requirements and to enable an effective comparison of tenders they were asked to respond to draft Heads of Terms. All developers were informed of the requirement to enter into a claw back agreement so that the council will benefit from any increase in value if site is sold (or sold on again) within an agreed period. This will need to be enforceable even if the site is broken up or included in larger package of land sales.
  49. The submission of schemes for pre-application advice from the planning authority has enabled the council to effectively assess the deliverability of each proposed scheme. This is especially important as all the tenders are conditional on planning and so the sale will not complete until planning consent obtained. Obtaining details of their proposals at this stage will enable the council to clearly define what it required in terms of a planning consent to allow the sale to complete.

### **Analysis of Proposals**

50. A full analysis of all four tender returns is set out Lambert Smith Hampton's report attached to the closed report.
51. All of the proposed bidders would have to enter into s106 agreements in respect of their proposed schemes and make contributions based on the standard Southwark tariff.
52. All proposals were assessed using a scoring matrix in terms of quality.

53. All four proposed schemes included a large element of mixed tenure residential accommodation.
54. Lambert Smith Hampton have recommended that the council proceed with the sale as set out in the closed report. They have confirmed that this would represent the best consideration reasonably obtainable.

### **Next steps**

55. If the council decided to proceed and accept one of the tenders for Site C5, solicitors would be instructed and the target date for exchange of contracts would be December 2009
56. The council could also accept one of the tenders for the combined site of C5 and 17 Spa Road but on the basis that the inclusion of 17 Spa Road was subject to a further Executive decision that this property was surplus to requirements. Subject to the preferred bidder's agreement solicitors could be instructed on this basis.
57. If contracts are exchanged by December 2009, the timetable for disposal would be then be planning consent submitted July / August 2010; planning consent granted and sale completes late 2010 / early 2011.

### **Public Realm**

58. The masterplan for the site envisages infrastructure changes as part of the regeneration; these include providing a designated street pattern, a square, and public spaces. This concept needs to be retained as much as possible in the development of Site C5 Grange Walk it is anticipated that these will be secured by way of planning agreements.
59. The 2009 Public Realm Strategy continues with this concept and local consultation identified the need for safe routes throughout the area.

### **Community Impact Statement**

60. The regeneration of Bermondsey Spa is considered to have benefits to not only the immediate community but also the Borough as a whole in that it will act as a catalyst to further investment. It is therefore necessary to balance the receipts against the development of this site in a way that benefits the whole community, with diverse outward looking development that forms a basis for the wider regeneration of the area.
61. This approach supports the council's Diversity and Equal Opportunities policies. Strategic redevelopment of this site will ensure the diversity of the area will be widened.
62. The pertinent issues affecting the community are as follows: decant of George Tingle and Larnaca Houses; the re-provision of the Irish Pensioners day centre building and disruption to local residents and businesses caused by construction works.
63. Part of the site is currently occupied as an Irish Pensioners facility, an ethnic elderly persons lunch club where users eat and socialise. The relocation to

Evelyn Coyle House would deliver a medium term re-provision of a similar elderly persons facility.

### **Equality and Diversity Implications**

64. As part of the regeneration, an Equality and Diversity Impact analysis should be carried out and where potential adverse implications are identified action should be taken to overcome/mitigate them. There are no adverse implications identified in respect of this proposal.

### **Sustainability implications**

65. Regeneration will result in buildings using the latest sustainable techniques with lower carbon emissions. The new buildings will also be to modern design standards.

### **Consultation**

66. In preparing the Masterplan, Glenn Howells Architects worked closely with council officers from property, planning policy, development control, building control, housing, social services, conservation and transport to develop a Masterplan that fully meets the objectives and policies of the Southwark Plan and Southwark 2016. In addition it has to be commercially viable and therefore deliverable. The input of stakeholders played a fundamental role in the creation of this Masterplan. Local residents and community organisations also helped shape proposals through specific events.
67. The Bermondsey Spa Masterplan, the Site C Masterplan and the Southwark Plan (Unitary Development Plan) have been subject to extensive public and community consultation. Exhibitions and public meetings have been held and observations received and considered.

### **Resource implications**

68. There are no direct staffing implications arising from the proposed disposal strategy
69. The project management/sale fees will be met from the office disposal budget/Bermondsey Spa Regeneration team budget. The Council's legal costs up to a an agreed limit will be met by the purchasers.

### **Financial Implications**

70. The proposal should generate a substantial capital receipt in support of the modernisation agenda.
71. Disposal of this site will reduce the burden on the revenue account in terms of the running costs.

**Key risks and how they will be managed**

<b>Risk</b>	<b>Impact</b>	<b>Mitigation</b>
Bidders proposals for non-residential element of proposed schemes do not meet planning policy requirements.	Scheme does not get planning consent	Work with preferred bidder and planners to address issues and find solutions
Bidders proposals for residential element exceeds densities set out in planning policy	Scheme does not get planning consent	Ensure that wording in sale contract allows LBS to determine if application is not made and consent obtained within set period
Vacant possession of housing blocks and Old Canteen is not obtained by the beginning of 2011 when vacant possession required	Sale will not complete	Continued close liaison with Housing, Property and Adult Services to ensure decants proceed smoothly.
Further deterioration in property markets and availability of funding	Preferred bidder decides not to /cannot proceed	Continue to work closely with preferred bidder to strict timetable and promote success of Bermondsey Spa including works to Public Realm and other development sites to ensure this site is prioritised in term of the options available to them.
Developers exploit current market conditions and buy site with a view to selling on for profit	Council loses income and possible damage to reputation.	Inclusion of detailed claw back provisions in sale contract

**SUPPLEMENTARY ADVICE FROM OTHER OFFICERS****Planning Policy and Development Management**

72. Development Management undertook formal pre-application advice sessions with each of the four bidders that involved the submission of material, a meeting with planners and design officers in attendance, and presentation to the Major Applications Panel. A detailed pre-application advice letter was then sent to each bidder highlighting issues with the respective schemes. The final submission followed receipt of this advice and the following comments are based on the final submission.



73. As a general comment on the Site C5 and 17 Spa Road proposals, Development Management consider that in urban design terms, it is desirable that the successful scheme incorporate both sites to ensure adequate permeability through the site and provide an active link to Spa Gardens. From our assessment, the development of Site C5 only would not have the benefits of the two schemes considered as a whole and would have reduced opportunities.
74. Planning Policy comments on the proposals in respect of density as follows; - several of the four schemes exceed the maximum density level. The assessment of each scheme by Development Management, in terms of whether they incorporate an exemplary standard of design with an excellent standard of living accommodation, must be a key consideration in order to determine whether we can accept a higher density level for the site. Policy 4.4 states that the measure of residential density will need to take into account other uses in order to assess the overall efficient use of land and the impact of the building on other relevant factors such as amenity. Appendix 2 of the Southwark Plan sets out the method of calculating mixed use developments.
75. Proposal for use of Sites for D use: The proposal site designation sets out a priority for health uses to be delivered within the 'D' use class which is one of the required uses on the site. The successful developer should liaise with Southwark PCT to ascertain whether there is any additional need for health facilities in the area. Following this discussion, and if existing health facilities are considered adequate to serve the future population of the area, other D uses could then be considered for inclusion aside from health uses.
76. Sustainability: The site is owned by the council, and therefore the successful scheme will need to achieve a minimum of Code for Sustainable Homes Level 4 or equivalent

#### **Finance Director**

77. The Finance Director recognises the need to dispose of surplus assets to obtain capital receipts in order to fund council objectives. He acknowledges the proposal to take forward those parties which propose an optimal solution for the development of the site at the present time. FMS colleagues will need to continue to be involved in ongoing negotiations.
78. The Finance Director notes from Appendix 5 of the closed section of this report that Lambert Smith Hampton have recommended that the council proceed with the sale on the basis that in the current market this offers the best consideration attached to the least risk to obtaining the value of receipt stated in the bid.
79. The Finance Director notes in the property concurrent that the recommendation is to proceed with the bid as the best consideration.
80. The Finance Director notes that the disposal of site C5 was agreed by the Executive on May 2 2007 as part of a package of surplus properties, that there is a requirement to generate a capital receipt from the sale of all land within site C and that certainty of the receipt is a key consideration. He also acknowledges that there is potential for inclusion of 17 Spa Road in the disposal subject to this property being subject to a further Executive decision that this property is surplus to requirements.

81. He recognises that the disposal of the site must achieve the best consideration in accordance with section 123 of the Local Government Act 1972 and section 32 of the Housing Act 1985.
82. With regard to resource implications it is noted that there are no direct staffing implications arising from the disposal strategy and that the costs of project managing the disposal will be met via the Bermondsey Spa budget allocation.
83. Once within council accounts, the receipt per the level of the successful bid will represent a sizeable allocation of resources in support of the council's programmes and it is noted that the disposal of the site would reduce the revenue cost associated with operating the housing units contained on the site.
84. It is noted that there will be statutory costs associated with giving existing tenants the statutory home loss payments and disturbance payments where justified under the land compensation act 1973, such costs will be funded from existing HRA budgets.

### **Head of Property**

85. Disposal of Site C will result in a very significant financial contribution to the Modernisation Programme. It is a key asset for the council and market testing has brought forward a good level of interest with values generally acceptable and in the region indicated by the external valuations that were carried out.
86. Based on the supporting recommendation and certification by Lambert Smith Hampton, it is therefore confirmed that the disposal represents the best consideration reasonably obtainable and meets the council's legal duties in that respect.

### **Strategic Director for Communities, Law and Governance**

87. It is noted that part of the site is held for housing purposes and the remainder is held in the general fund. In so far as the disposal of property held in the general fund is concerned, the disposal of that part will need to comply with Section 123 of the Local Government Act 1972. This states that except with the consent of the Secretary of State, a council shall not dispose of land under that section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.
88. Case law supports the notion that the requirement to obtain the best consideration that can be reasonably obtained is not confined to the highest offer made, but the highest deliverable offer.
89. As to the part of the property held for housing purposes, the disposal of that part can only proceed in accordance with Section 32 of the Housing Act 1985, for which purposes the consent of the Secretary of State for the Department of Communities and Local Government is required.
90. A number of general consents have been issued in the General Housing Consents 2005. Consent E3.1 of the general consent for the disposal of Part II Land 2005 states that a local authority may dispose of any land held for the purposes of Part II for a the best consideration that can reasonably be obtained, provided that any dwelling-house included in the disposal:

- (a) is vacant;
  - (b) will not be used as housing accommodation; and
  - (c) will be demolished.
91. The report confirms that the disposal will be conditional on vacant possession and demolition commencing prior to completion. The Head of Property's comment has confirmed that disposal will be at the best consideration that can be reasonably obtained.
92. It is understood that there are a total of eighteen secure tenants in George Tingle House and Larnaca House and that they are all to be decanted to new units in St James Square. If any of these secure tenants decline the new units, the council will need to obtain a court order under one of the grounds in Schedule 2 to the Housing Act 1985. Redevelopment grounds are those under Ground 10 and 10A. In both cases possession will only be granted if suitable alternative accommodation is available. If the council does not intend to demolish, reconstruct or carry out work on the development Ground 10 would not be available as a ground for possession. However, Ground 10A would be available if the dwellings are in an area which is the subject of a redevelopment scheme that has been approved by the Secretary of State.
93. There will be costs associated with giving tenants the statutory home loss payments and disturbance payments where justified under the Land Compensation Act 1973. Generally the home loss payment is set in the region of £4,400, but this will depend upon the type of interest held. The average disturbance cost is in the region of £750.
94. Any secure council tenants in occupation who fail to engage, refuse a decant offer of re-housing to St James Square or fail to obtain re-housing through the council Homesearch Scheme would face legal proceedings for possession brought by the council in the Lambeth County Court under Ground 10 of Schedule 2 of the Housing Act 1985 on the basis that the Council intends to demolish the building(s). A requirement of the ground is that alternative accommodation is available that is reasonably suitable to meet the needs of the tenant and their family.
95. The disposal will be conditional on obtaining declarations of surplus in respect of the land held for housing purposes.
96. If members are satisfied that the consideration is the best that can reasonably be obtained, and that the transaction represents value for money, they may proceed with the approval of the recommendation.

## **BACKGROUND PAPERS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Site C Masterplan Project File	Regeneration Bermondsey Spa Regeneration Team	Jane Seymour 0207 525 4907

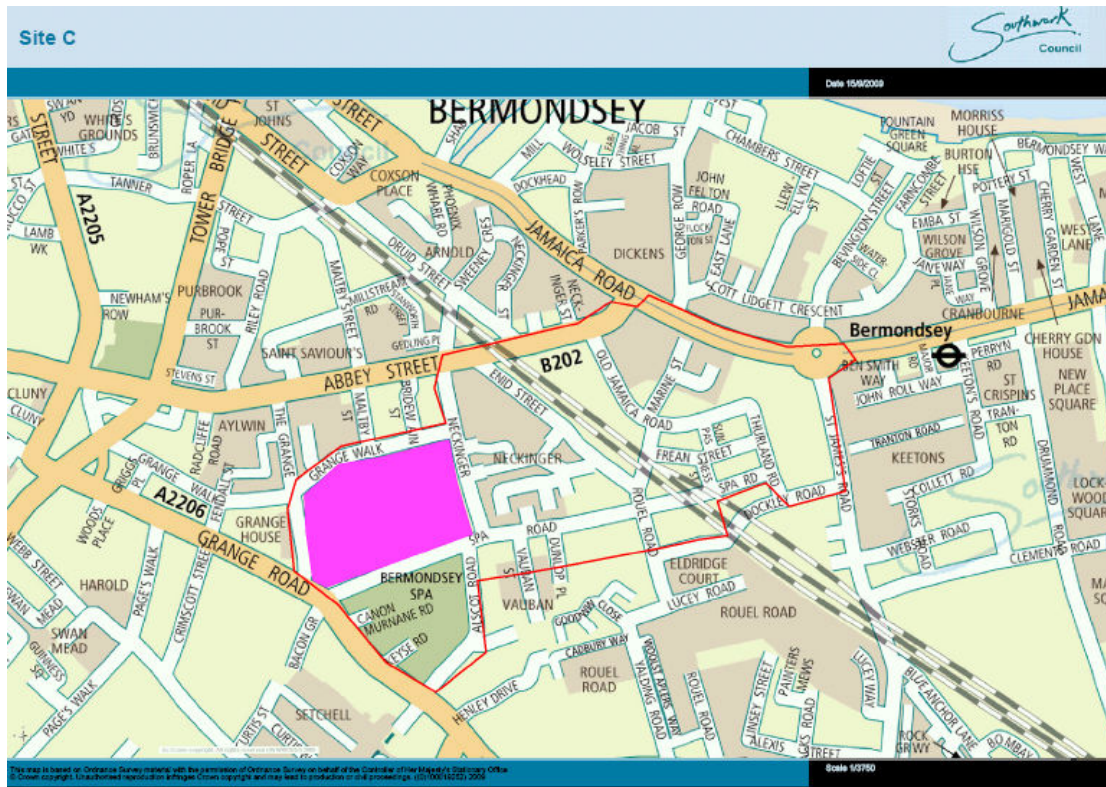
## **APPENDICES**

No.	Title
Appendix 1	Plan depicting the location and extent of Site C
Appendix 2	LBS freehold ownerships
Appendix 3	Plan showing Site C5 and 17 Spa Road
Appendix 4	Ownership of land within Site C

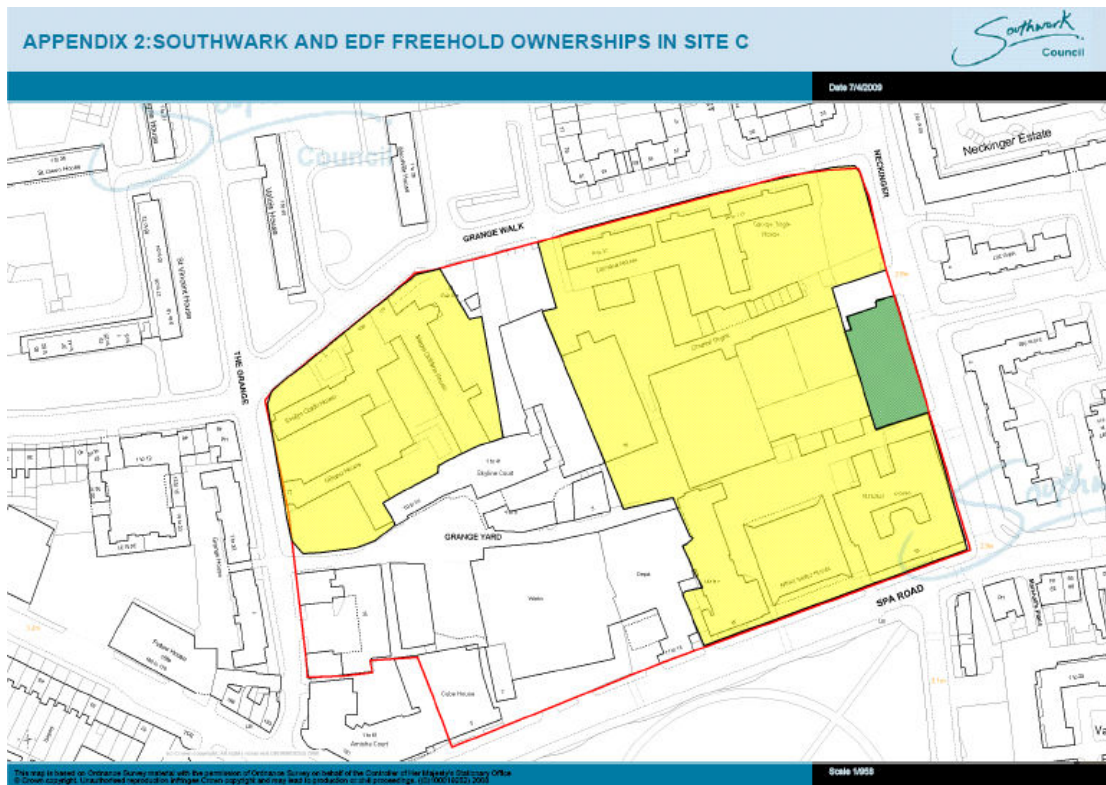
**AUDIT TRAIL**

<b>Lead Officer</b>	Richard Rawes, Strategic Director of Regeneration and Neighbourhoods		
<b>Report Author</b>	Jane Seymour, Principal Surveyor		
<b>Version</b>	Final		
<b>Dated</b>	September 18 2009		
<b>Key Decision?</b>	Yes	<b>If yes, date appeared on forward plan</b>	Sept 08
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>			
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>	
Strategic Director for Communities, Law and Governance	Yes	Yes	
Finance Director	Yes	Yes	
Head of Property	Yes	Yes	
Heads of Planning Policy and Development Management	Yes	Yes	
<b>Date final report sent to Constitutional Support Services</b>			18.9.2009

### Appendix 1 Location of Site C Bermondsey Spa



### Appendix 2 LBS freeholder ownerships within Site C

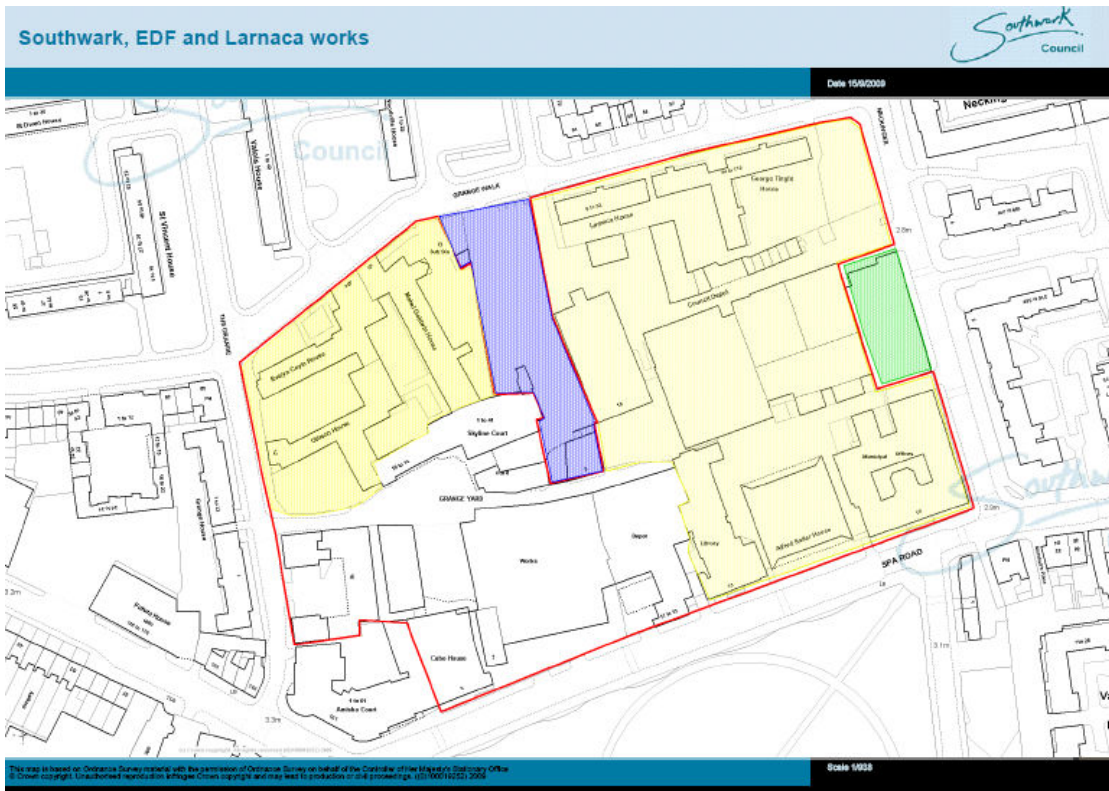


Appendix 3

Site C5 Grange Walk and the One Stop Shop, 17 Spa Road



**Appendix 4** Other ownerships in Site C



<b>Item No:</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>Meeting Name:</b> Executive
<b>Report title:</b>	<b>Gateway 2 – Contract Award Approval</b> <b>Demolition of buildings on Peckham Site 7D</b> Demolition of the former mixed-use blocks at Peckham Site 7D (Sumner Road Workshops, North Peckham, London SE15)		
<b>Ward or groups affected:</b>	Peckham		
<b>From:</b>	Strategic Director of Regeneration and Neighbourhoods		

**RECOMMENDATIONS**

That the Executive agrees:

1. To award the contract outlined in the closed report, for the procurement of a specialist contractor to demolish the empty and dilapidated former mixed-use block at Peckham Site 7D (Sumner Road Workshops), North Peckham, London SE15.
2. To remove Peckham Site 7D from the list of appropriate sites for education use as approved by Executive on July 18 2006 under the Building Schools for the Future programme and agree that this site is appropriate for residential development.
3. Subject to recommendation 2 being agreed, the funding to be appropriated from the Housing Investment IPG allocation for Phase 4b Silwood Estate Redevelopment to finance the demolition of Peckham Site 7D.

**Background**

4. The subject site was previously part of the Peckham Partnership (PP) area regeneration scheme, dating from the mid 1990's. This was a partnership arrangement between the council, several housing associations and private housing developers, aimed at the replacement of the problematic high-level deck-access 1970's blocks with attractive modern housing. The Partnership was time-limited, and ended on March 30 2002. The development programme ran beyond timetable - so that, in 2002, several phases remained to be regenerated.
5. Site 7D was an original part of the Partnership arrangements, but was to have been a multi-block residential-only refurbishment, involving temporary tenant decants and subsequent return re-housing. However, it was decided, after consultation with the tenants around the time of the PP Mid-Term Review in 1998, that the phase proposal should be changed from refurbishment to demolition and rebuild, with no return of tenants – who were to be decanted and re-housed elsewhere. The destiny of the site was to be a totally 'private for sale' scheme.



6. The block was occupied by council tenants until mid-May 2005, and the site was hoarded-off, for health and safety reasons, when the Housing department's on-site security presence ended, in September 2005.
7. Fresh preparations had been made for the redevelopment of this site, in 2005/6, including background work toward demolitions and for the appointment(s) of architects to prepare feasibility studies for residential development.
8. However, in a site search for education decant possibilities, in line with Central Government's Building Schools for the Future programme, Site 7A and Site 7D were identified as one of the very few possible areas in the borough to site new schools. The council's Executive resolved, on July 18 2006, to approve the appropriation of the site to Education, for the purposes of the Southwark Schools for the Future (SSF) programme. Any proposals will be subject to full public consultation. The sites have not yet been appropriated to Education, and remain held by Housing, but with Southwark Property adopting responsibility for their management in the interim.

#### **Reason for this procurement**

9. In their current state, the buildings are detrimental to the surrounding local area, both in terms of their dilapidation, and their attraction for squatters and other criminal activities: there have been ongoing problems with occasional 'casual' squatting, dumping, damage to hoardings, and various other health & safety and 'public relations' concerns. The site has been secured and it is imperative that the contract is let, in order to reduce the likelihood of squatters taking possession.
10. As a result of these problems, it is thought prudent to seek demolition of the buildings, in preparation of the eventual planned redevelopments, without further delay.

#### **Summary of the business case / Justification for the procurement**

11. The site will need to be cleared in advance of the eventual redevelopment. Demolition should help to save the council some holding costs, associated with the current security and health & safety arrangements, by reducing the risk of accidents and incidents, local concerns, unwelcome visitors/squatters, and associated risks.

#### **Market considerations**

12. The demolition was tendered to approved contractors, identified by procurement, who specialise in this work. Invitations to tender were sent to five relevant contractors. This competitive process will ensure that the council obtains value for money.

#### **Advertising the contract**

13. Under the council's contract standing orders there was no requirement to advertise the contract.

#### **Development of the tender documentation**

14. The tender documentation has been prepared by external consultants appointed to cover the design and administration of the demolition work, the quantity surveying and the provision of a Construction Design and Management regulations co-ordinator. Included within the tender documents are the general conditions of contract, specification regarding workmanship and materials, a schedule of works, outline Health and Safety plan, structural engineers report and asbestos reports (Type 2).

#### Identified risks and how they will be managed

15. All mains services have been disconnected, over the last year, and the district heating and water service has been organised to be terminated by housing management's engineering services. There are also services runs in close proximity to the building. The appointed contractor will be fully responsible for investigating and ensuring health & safety compliance.
16. Apart from issues of Health and Safety – which will be carefully managed as parts of the process – there are no other risks identified at this time.

#### Evaluations

17. Calford Seaden LLP prepared an elemental budget estimate of the demolition contract. The recommended tender submission was then selected on the basis of cost and quality on the basis of 80:20.
18. There was a careful evaluation of proposed programme, the intended method statements suggested – in particular, the Health & Safety plans and proposed controls of nuisances outlined by each tenderer. The results are contained within the closed report.

#### Procurement Project Timetable

Activity	Date completed
<b>Gateway 1:</b>	
Approval given for procurement strategy	09.02.09
Completion of tender documentation	08.05.09
Invitation to tenders	26.05.09
Closing date for return of tenders	22.06.09
Completion of evaluation of tenders	03.07.09
<b>Gateway 2:</b>	
Contract award for approval	29.09.09
Contract award	05.10.09
Start date of contract	02.11.09
Contract completion – on or before	08.02.10

#### Description of contract outcomes

19. The grant of the contract will enable the demolition of the following properties:

Peckham 7D  
80 Sumner Road  
Sumner Road Workshops  
North Peckham  
London  
SE15

20. The works will include the following:

- Health and Safety plan
- Hoarding off of the complete site boundary
- Removal of asbestos by approved asbestos contractors
- Protection of mature trees
- Demolition to ground floor slab levels incl' the infilling of the basement
- Demolition of the pedestrian access ramp and footbridge over Daniel Gardens.
- Temporary stopping up orders for Daniel Gardens to allow the safe demolition of the bridge and main building.

## **KEY ISSUES FOR CONSIDERATION**

### **Policy Implications**

21. There are thought to be no negative implications on the council's managing diversity and equal opportunities policies.

### **Tender Process**

22. Five companies specialising in the demolition of buildings and built structures were selected from the council's approved list of contractors. All in accordance with Contract Standing Orders for tendering. The closing date for receipt of tenders was June 22 2009. A tender opening took place shortly after the close of tenders. Four tenders were returned, one apologised for not submitting a tender as they had assumed the return date was the June 29 2009.
23. The consultants Calford Seaden have evaluated the tenders submitted. The evaluation includes careful consideration to the contractors' prices, method statements, health and safety plans, and programme.
24. The tender proposed is the lowest bid in financial terms, and also scored highest in the evaluation process and is therefore recommended as the successful tenderer.

### **Plans for Monitoring Of the Contract**

25. The contract will be supervised by consultants Calford Seaden who are providing the on site management, quantity surveying and the CDM-C provision. A project manager from the Projects Team in Property will oversee the consultants and general performance of the contractor.

### **Performance bond / Parent Company Guarantee**

26. A performance bond is not required for this contract. Contract fees will be paid in stages, and the final account will only be paid after the contractor has successfully completed the required works. A retention sum of 1.5% will also be reserved and only released after the defects period.

### **Community Impact Statement**

27. Health & safety aspects of the demolition, including traffic and noise and dust nuisances, are the primary concerns. The demolition method statements submitted by the contractor detail these and are acceptable.
28. Local residents have been informed of the proposed demolitions and will be updated before the contract starts on site.
29. A stopping up order will be required and there is a statutory notice period for these to give residents the opportunity to comment.
30. A demolition notice has been submitted to Building Control for this work.

### **Sustainability Considerations**

31. The demolition contract will specify that, where practical, materials will be recycled, and the remainder of the debris will be used as on-site back-fill, or will be removed to a registered infill site or tip. The Site Waste Management Regulations will apply to this scheme.

### **Market Development Considerations**

32. Four of the tenderers are based in London and/or immediate surrounds.
33. The recommended contractor is a private organisation, and London based.

### **Resource Implications**

34. Any staffing requirements arising from this procurement will be provided from the appointed consultant.

### **Second Stage Appraisal**

35. This has been carried out and the reports are positive and the risk is below average for the lowest tenderer. There are also no negative comments against this tenderer.

### **Legal Implications**

36. There are no implications arising from this report

### **Consultation**

37. Local organisations, including tenants' and residents' associations, have been informed. Neighbours and local groups will be further advised of the planned works in advance of contract award, and will have an opportunity to meet the contractor.

38. The eventual re-development planning applications will be subject to the usual statutory consultations.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

#### **Finance Director**

39. This report recommends the award of a contract for demolition, and commissioning associated works, at site 7D Sumner Road, and the appropriateness of the site for residential use.
40. If this is agreed, the overall spend must be contained within the HIP budget. Should the funding not be approved, alternate funding must be identified before the contract is let.
41. The Finance Director notes that it is intended to use the disposal receipts from this site to reinvest into the HIP. There is a risk that the disposal will not generate a receipt sufficient for the full reimbursement, which could result in a delay to other HIP projects.

#### **KEY POINT SUMMARY**

- This procurement followed a general protocol
- This contract is for works and is a new provision

### **BACKGROUND PAPERS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Case File Project Specification	Southwark Property 160 Tooley Street London SE1 2TZ	John Ryan 020 7525 5376

### **APPENDICES**

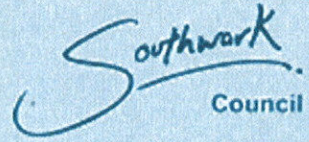
<b>Appendix number</b>	<b>Title of appendix</b>
1	Site Plan

## AUDIT TRAIL

<b>Lead Officer</b>	Richard Rawes, Strategic Director of Regeneration and Neighbourhoods		
<b>Report Author</b>	John Ryan, Project Manager		
<b>Version</b>	Final		
<b>Dated</b>	September 18 2009		
<b>Key Decision?</b>	No	<b>If yes, date appeared on forward plan</b>	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>			
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>	
Strategic Director Communities Law & Governance	Yes	No	
Finance Director	Yes	Yes	
Head of Childrens Services	Yes	No	
Executive Member	Yes	No	
<b>Date final report sent to Constitutional Support Services</b>		18.9.2009	

APPENDIX 1

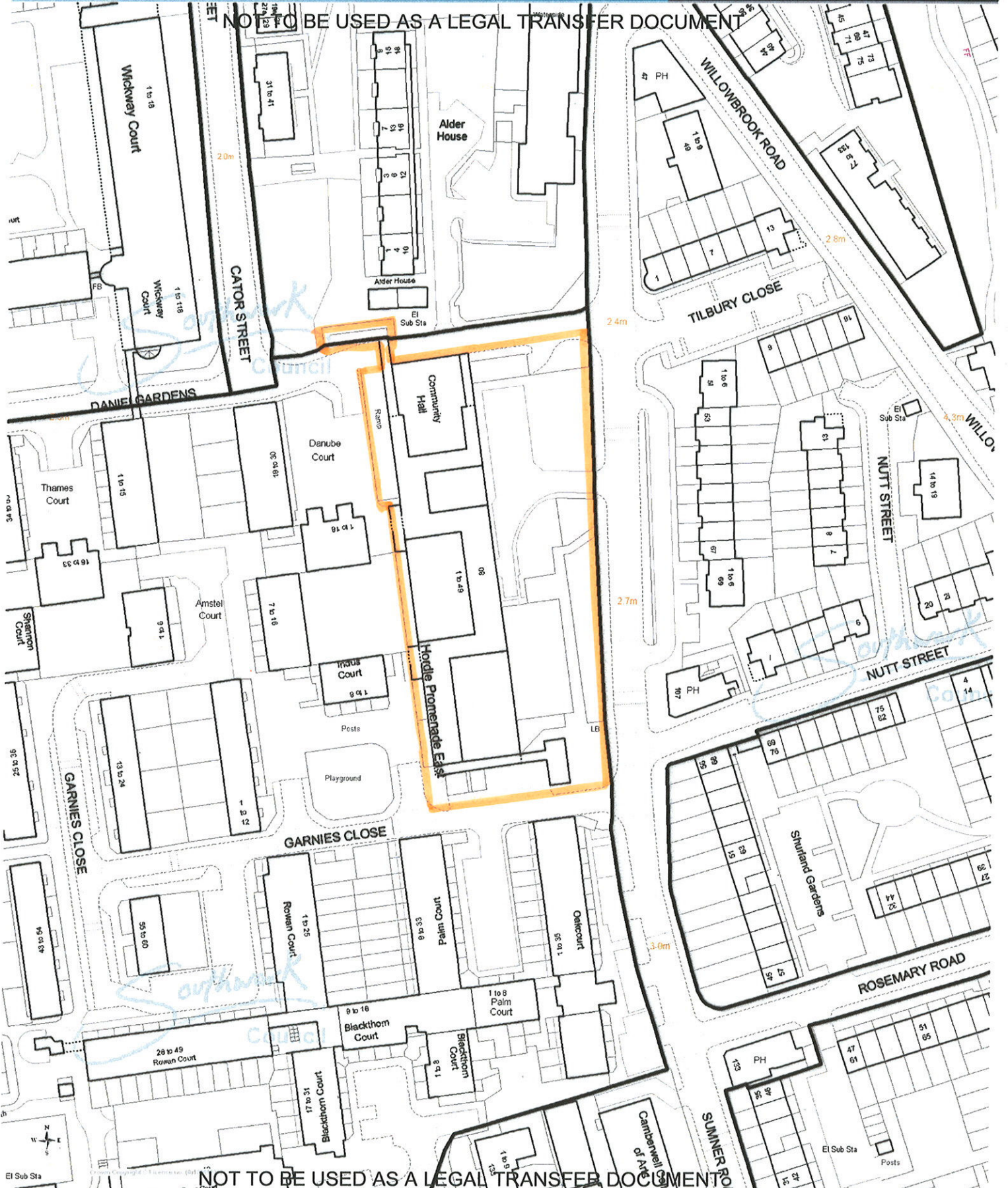
# Demolition - 1-49 Hordle Promenade East



Property Services

Date 11/1/2008

NOT TO BE USED AS A LEGAL TRANSFER DOCUMENT



NOT TO BE USED AS A LEGAL TRANSFER DOCUMENT



<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009	<b>Meeting Name:</b> Executive
<b>Report title:</b>		Appointments to Outside Bodies 2009-10 (Aylesbury Boards)	
<b>Ward(s) or groups affected:</b>		Faraday Ward	
<b>From:</b>		Strategic Director of Communities, Law & Governance	

### RECOMMENDATIONS

1. That the executive consider and agree appointments to the bodies listed in appendix A of the report for the 2009-10 municipal year.

### BACKGROUND INFORMATION

2. Each year the council makes appointments / nominates individuals to outside bodies, panels boards and forums.

### KEY ISSUES FOR CONSIDERATION

3. It is for the executive to make appointments to outside bodies in connection with the functions which are the responsibility of the executive (e.g. housing, education, social services, regeneration etc).
4. The appointments to the bodies listed in Appendix A, fall within the remit of the major protects board (executive committee), however the next scheduled meeting of the board has been cancelled, it is therefore proposed that the appointments to the outside bodies be agreed by the executive.

### Legal Implications

5. There are no specific legal implications.

### Community Impact Statement

6. The nominations process has no direct impact on the community.

### Consultation

7. The political group whips have been consulted and have been invited to submit nominations.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Documentation from the relevant Bodies	Town Hall, Peckham Road, London SE5 8UB	Everton Roberts 020 7525 7221

**APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix A	List of outside bodies 2009-10

**AUDIT TRAIL**

<b>Lead Officer</b>	Ian Millichap, Constitutional Team Manager	
<b>Report Author</b>	Everton Roberts, Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	September 21 2009	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Communities, Law & Governance	No	No
Finance Director	No	No
<b>Date final report sent to Constitutional Team</b>		September 21 2009

## LIST OF OUTSIDE BODIES 2009-10

Name	Purpose	How often it Meets	Time of Meeting	No. of Places to be filled	Notes
<b>Aylesbury New Deal for Communities Board</b>	To oversee the regeneration of the Aylesbury NDC area, ensuring that key outcomes and milestones in the delivery plan are met. To ensure that the Aylesbury NDC goes forward as an effective partnership, involving the broadest range of stakeholders.	Every 6 weeks	Evening	2	
<b>Aylesbury Regeneration Steering Group</b>	To oversee the regeneration of the Aylesbury Estate and provide a direct dialogue between elected members and tenant and resident association (TRA) representatives on key strategic matters before consideration by the executive / major projects board.	Monthly	Evening	4	Representatives to consist of executive member for regeneration, executive member for housing and 2 ward councillors.
<b>Creation Trust Board (Aylesbury Trust Limited)</b>	To provide social and economic support to residents and businesses in the local area as well as working with residents to influence the physical transformation of the area.	Monthly	Evening	2	Representatives to consist of 1 executive member and 1 ward councillor.

<b>Item No:</b>	<b>Classification:</b> Open	<b>Date:</b> September 29 2009
<b>To</b>	Executive	
<b>Report Title</b>	Gateway 1 – Procurement Strategy Approval Provision of Revenues & Benefits back office service	
<b>Ward(s) or groups affected</b>	All	
<b>From</b>	Deputy Chief Executive	

## RECOMMENDATIONS

1. That the Executive approve the strategy outlined in this report for the delivery of the Revenues & Benefits back office function as an in-house service, and note the consequential supporting procurements as detailed in paragraph 26.
2. That the Executive approve the strategy outlined in this report for the delivery of the Revenues and Benefits IT services.

## BACKGROUND INFORMATION

3. The Council let the Revenues & Benefits contract originally in 1998 to Cipfa Services Ltd (CSL) now known as Liberata UK Ltd. In 2003 the Executive approved the renewal of the contract with a 2 year rolling contract period which has been extended year on year since then.
4. The contract consists of the administration of the Housing & Council Tax Benefits scheme, collection of Council Tax, Business Rates & Sundry debts for a number of service areas.
5. The Housing Benefit caseload is the largest in London with 39,000 claimants. The net collectable debit for Council Tax is £95m, and for Business Rates is £162m. In addition Sundry debts of £23m are billed in-year. Arrears for outstanding Council Tax currently equates to £25m, for Business Rates £18m and Housing Benefits Overpayments £11m.

## Reason for this report

6. On May 19<sup>th</sup> 2009 the Executive approved a decision to allow the Liberata contract to expire on 31<sup>st</sup> March 2011. The Executive was advised that there were several options that could be considered for the future deliver of the service. The Executive therefore agreed to receive a later report and Gateway 1 (as appropriate) providing a recommendation of the preferred option for delivery of the Revenues & Benefits service from 1<sup>st</sup> April 2011. The options presented in the May report have since been refined and evaluated, and this document presents the resulting recommendation.
7. To support and assist the evaluation of the options the Council commissioned an independent report to identify the risks and carry out an appraisal of the options available.

## Review of the options

8. Officers have considered the findings of the independent report, the appraisal of each of the options together with the risks and benefits associated with each of the options. These findings have influenced the recommendation within this report.

9. The conclusion is that only two of the original options are viable at the present time, namely to bring the service back in-house or to retender.

### **Appraisal of the two key options:**

#### **Option 1- In House**

10. The main benefits of bringing the service in-house are:

- the authority can directly implement new initiatives and methods of working for service improvement quickly and without the need for contract variation.
- the authority is able to build more robust relationships with key departments and external stakeholders. Bringing the service back in-house will eliminate a major 3rd party interface.
- the authority can have direct day to day management of the service and speed of making decisions and implementing change will be quicker.
- The option would allow the authority to bring the service in-house and tackle the current performance issues in the short term.

11. The main risks for in-house were highlighted as follows:

- The lack of recent experience in directly managing a revenue and benefits department.
- The short timeframe to transition
- The cost of setting up and on-going running of the in-house service provision.

#### **Option 2 – Retendering**

12. The main benefits for retendering the service were highlighted as follows:

- The authority would be testing the market to ensure that the best solution and price is obtained and to seek proposals from suppliers on opportunities for improvement;
- The external supplier would have relevant and up-to-date experience of running a revenue and benefits service and established good practise procedures and processes;
- The supplier would have established management structures in-place with accountability for service delivery already established;

13. The major risks of retendering the complete service were highlighted as follows:

- Short timeframe to transition- this level of contract would require a full open procurement with an ability to negotiate for specific requirements. This would require a period of 12-18 months. The minimum period would not allow for adequate preparation of the specification, the maximum period would allow no time for transition.
- Lack of direct control on the part of the Council, leading to slow and reluctant responses to Council-led initiatives to improve the service for the people of Southwark.

- The current complex and changing operating model (front facing services within the CSC) would be difficult to manage and could lead to a lack of a suppliers tendering for the contract.
- It will take an initial period of time for the supplier to develop an understanding of Southwark Council, its culture, policies and procedures, therefore the speed to service improvement may be slower.

### **Service and Transition costs**

14. Officers have determined the estimated annual service costs together with the estimated costs associated with the transition of the service to the preferred option. Officers will be seeking opportunities to deliver efficiencies, in line with current budget pressures, against these estimated costs as the service develops and once full due diligence has been completed.

### **Performance Improvement**

15. The independent report identifies an expectation that Southwark should move from bottom quartile to average quartile in both Revenues and Benefits by 2013/2014. In Council Tax terms this means an increase in in-year collection of 2.9% over 3 years.
16. In financial terms this equates to an increase in income (at present value) of in-year Council Tax of £2.7m. Furthermore this does not take into account efficiencies gained through more effective collection of outstanding Council Tax arrears.
17. The independent report further highlighted an expected improvement in Housing Benefits new claims processing by a further 9 days to 21 days within the first year of operation.
18. Business Rates collection performance has suffered during the current economic climate, the independent report states average inner London performance can be achieved within 2 years of a transition.

### **Summary of the justification for the recommendation**

19. Whilst Option 1 does not provide the Council with the anticipated lowest cost as currently estimated, it does however provide the opportunity to reduce operational complexity & ensure that performance improvement is achieved through closer working with internal departments. Currently the majority of outstanding Council Tax debt can be linked to housing stock accounts.
20. It should also be considered that with mitigating actions option 1 provides the Council with the strategic flexibility to consider future innovative operational models. Flexibility would be restricted if the Council had a medium term contractual arrangement with a supplier
21. An In House option would give the Council the flexibility to review operational costs for further efficiencies once improvements in performance had been attained.

### **Identified risks and how they will be managed**

22. All risks associated with the preferred option will be managed through professional programme and project management techniques, applied experienced staff. The programme is also proposing to use a piece of programme management software that will give high visibility of project risks, progress and costs to programme and senior management staff.

## Delivery of proposed solution

23. The revenues & benefits service would be brought back in-house by means of a programme of interlinked projects. Brief details are referred to below:-

- The processes and organisational structure of the revenues & benefits service will be completely redesigned. These will be re-engineered to provide the levels of customer service and quality required by Southwark, and to eliminate perceived problems with the current service delivery.
- There are assumed TUPE implications from the closure of the current contract. The programme will work through the legalities of transferring any TUPE'd staff to the Southwark workforce. It will assimilate both TUPE'd staff and the current client team within the revised organisational structure.
- Vacant posts within the structure will be recruited to with permanent, experienced staff.
- It will be necessary to secure suitable accommodation to house the new service from 1<sup>st</sup> April 2011.
- A complete training and development programme will be devised for staff.

24. A transition team will be appointed to identify immediate service risks and take appropriate remedial action.

25. Key milestones relating to the programme are highlighted below.

Activity	Complete by:
<b>Options Appraisal – approval by Exec of the recommended option</b>	29/09/2009
Redesign of Revenues & Benefits service (processes & structure)	31/03/2010
Procurement & refurbishment of office accommodation	28/02/2011
Procurement of printing services (if required)	28/02/2011
Reorganisation of Revenues & Benefits structure & TUPE requirements	30/06/2011
Retraining of Revenues & Benefits staff	30/06/2011
Contract final transition exit	30/06/2011
Transition and Consolidation of Revenues & Benefits service	31/12/2011

## Proposed service procurements

26. The programme asks that the Executive note the following necessary procurements, the gateways for which will be approved via contract standing orders

- The provision of accommodation estimated to house the revenues & benefits service
- Possible refurbishment of office accommodation to LBS standards
- The availability of 3<sup>rd</sup> party operational resilience for the revenues & benefits service during the transition period
- Possible external Printing resource

## **Market considerations**

27. An analysis of the market relating to potential Revenues & Benefits bidders was undertaken in 2008. There are relatively few major contractors, with a successful track record and there are high barriers to entry. The independent report identified that a key success factor for a retendered option relied on there being a suitable alternative provider in the market. However, this is an emerging market for many large contractors interested in expanding the range of services they provide.

## **KEY ISSUES FOR CONSIDERATION**

### **Policy implications**

28. The provision of effective advice alongside processing, possible under the preferred service delivery option, will further support reducing worklessness in the borough by ensuring more efficient processing of housing & council tax benefit claims

### **TUPE implications**

29. TUPE regulations will apply to this option.

### **Development of the tender documentation**

30. Whilst not being tendered, there will be a need to produce documentation (specification and service level requirements) to which the in-house provider will need to comply. These are being produced as part of the programme and will be the basis of later training and service improvement work.

### **Advertising the contract**

31. No advertisement is needed for the provision of the R & B back office service.

### **Evaluations**

32. Not relevant to the in-house provision of the service.

### **Community Impact Statement**

33. The service delivery model will support access to services across a range of channels, taking into account socio economic factors, demographics and equalities within the borough. The service will continue to support the reduction of worklessness and assist in mitigating factors associated with the current economic climate.

### **Other implications or issues**

### **Sustainability considerations**

34. Any accommodation provided as part of this transition will reflect standards determined by the Modernisation Programme. Sustainability will be one of the criteria used in obtaining and refurbishing any such accommodation.

### **Staffing implications**

35. The transition of the back office revenues & benefits service from Liberata to the Council will involve an increase in the establishment.. In addition those staff currently employed within the Councils client team will also be affected by the proposed restructure of the service. The



impact of these changes on HR and payroll will be managed as part of the programme. Specialist legal and HR support will be required during the transition when TUPE eligibility is discussed and negotiated.

### **Financial Implications**

- 36. The transition costs will be funded from reserves.
- 37. The ongoing costs of the option chosen will be met in the first case from existing budgets. Any balance arising on full quantification of costs will have to be addressed through the business and budget planning process

### **Legal Implications**

- 38. Legal implications are noted in supplemental advice provided by the Strategic Director of Communities, Law & Governance
- 39. Any new accommodation requirements will necessitate legal support.

### **Consultation**

- 40. Further consultation is planned in relation to customer service improvements and in particular the move to increase the use of the web as a channel of access for customers.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Strategic Director of Communities, Law & Governance**

- 41. This report seeks the approval for the procurement strategy relating to the future provision of the Revenue and Benefits back office service. Contract Standing Order 4.1.3 requires that any decision to bring an externalised service in-house should be approved by way of a Gateway 1 report. At the value of this contract, the decision to approve the Gateway 1 report is reserved to the Executive.
- 42. The council is not obliged to use external parties to provide its services, and may therefore provide these back office services in-house. However in deciding how to provide any of its functions, the Executive should have regard to the council's duty of best value, and the requirement to secure continuous improvement. Paragraphs 19-21 set out the justifications for this recommendation, and the benefits of bringing the service in-house.

### **Finance Director**

- 43. The decision already taken not to extend the contract with Liberata will necessitate incurring one-off transition costs for which there are no budgets, and which therefore will have to be covered from Council reserves. Any additional ongoing costs arising from this decision for the delivery of the services described in this report, regardless of which option is chosen, will need to form part of the business and budget planning process.

**Southwark Procurement**

44. This report proposes bringing the Revenue and Benefits back office function back in house.
45. Although bringing the back office function in house will not involve a procurement, there will need to be a process followed to achieve this. Good practice would involve following a similar process to a procurement in that a proposal to deliver the services would need to be prepared and assessed to ensure satisfactory delivery of the services will be achieved. The proposed process is outlined in paragraph 23 - 25.
46. In bringing the back office function in-house there is a need to source the IT support services. There will be a separate gateway to cover this.
47. This report also refers to the need for other ad hoc supporting procurements necessary to maintain the full service. Paragraph 26 confirms that these will all be the subject of separate gateway reports and will be in accordance with contract standing orders.

**KEY POINT SUMMARY**

- The in house recommendation would not require a procurement process other than for a number of small procurements for facilities.
- This contract is for services and is replacing the existing provision

**AUDIT TRAIL**

<b>Lead Officer</b>	<i>Eleanor Kelly, Deputy Chief Executive</i>		
<b>Report Author</b>	<i>Dominic Cain/Mike Lynch</i>		
<b>Version</b>	<i>Final 1.2</i>		
<b>Dated</b>	<i>11/09/2009</i>		
<b>Key Decision?</b>	yes	<b>If yes, date appeared on forward plan</b>	16/06/2009
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>			
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>	
Strategic Director of Communities, Law & Governance	yes	yes	
Finance Director	yes	yes	
Head of Procurement	yes	yes	
Executive Member	no	no	
<b>Date final report sent to Constitutional Support Services</b>	11/09/2009		

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