

Cabinet

Tuesday 19 June 2012

4.00 pm

Ground Floor Meeting Room GO1A, 160 Tooley Street, London
SE1 2QH

Membership

Councillor Peter John
Councillor Ian Wingfield
Councillor Dora Dixon-Fyle
Councillor Barrie Hargrove
Councillor Claire Hickson
Councillor Richard Livingstone
Councillor Catherine McDonald
Councillor Veronica Ward

Councillor Fiona Colley

Portfolio

Leader of the Council
Deputy Leader and Housing Management
Children's Services
Transport, Environment and Recycling
Communities and Economic Development
Finance, Resources and Community Safety
Health and Adult Social Care
Culture, Sport, the Olympics and
Regeneration (South)
Currently on maternity leave

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Contact

Everton Roberts 020 7525 7221 or Paula Thornton 020 7525 4395

Or email: everton.roberts@southwark.gov.uk; paula.thornton@southwark.gov.uk

Webpage: <http://www.southwark.gov.uk>

Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 11 June 2012



Cabinet

Tuesday 19 June 2012

4.00 pm

Ground Floor Meeting Room GO1A, 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
	MOBILE PHONES	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any personal interests and dispensation in respect of any item of business to be considered at this meeting.	
4.	PUBLIC QUESTION TIME (15 MINUTES)	
	To receive any questions from members of the public which have been submitted in advance of the meeting in accordance with the cabinet procedure rules.	
5.	MINUTES	1 - 11
	To approve as a correct record the minutes of the open section of the meeting held on 15 May 2012.	

Item No.	Title	Page No.
6.	DEPUTATION REQUESTS	
	To consider any deputation requests.	
7.	FUTURE OF CEMETERIES SERVICE	12 - 26
	To consider the results of consultation on the future of Southwark Cemeteries.	
8.	COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2011/12	27 - 56
	To note performance against the ten fairer future promises and cabinet member portfolio performance schedules in the council plan.	
9.	SUPPORT FOR PARENTS AND CARERS OF DISABLED CHILDREN AND YOUNG PEOPLE - REPORT FROM THE EDUCATION AND CHILDREN'S SERVICES SCRUTINY SUB-COMMITTEE	57 - 78
	To consider the report of the education and children's services scrutiny sub-committee relating to support for parents and carers of disabled children and young people.	
10.	SOUTHWARK CLINICAL COMMISSIONING CONSORTIA - REPORT FROM THE SOUTHWARK HEALTH AND ADULT SOCIAL CARE SCRUTINY SUB-COMMITTEE	79 - 105
	To consider the report of the health and adult social care scrutiny sub-committee on the Southwark clinical commissioning consortia.	
11.	REPORT FROM OVERVIEW AND SCRUTINY COMMITTEE - RESIDENT INVOLVEMENT AND RESIDENT ASSOCIATION RECOGNITION AND GRANTS	106 - 115
	To consider the report of the overview and scrutiny committee which reviewed resident involvement and resident association recognition grants.	
12.	RESPONSE TO THE HOUSING AND COMMUNITY SAFETY SCRUTINY SUB-COMMITTEE - REVIEW OF LEASEHOLDER CHARGING IN SOUTHWARK	116 - 128
	To consider the action plan in response to the housing and community safety scrutiny sub-committee report on the review of leaseholder charging in Southwark.	

OTHER REPORTS

The following items are also scheduled for consideration at this meeting:

13. **RESPONSE TO THE EDUCATION AND CHILDREN'S SERVICES SCRUTINY SUB-COMMITTEE'S REVIEW OF CHILDHOOD OBESITY AND SPORTS PROVISION FOR SECONDARY AND PRIMARY AGE CHILDREN**
14. **APPOINTMENTS TO OUTSIDE BODIES 2012/13**
15. **NOMINATIONS TO PANELS, BOARDS AND FORUMS 2012/13**

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING**EXCLUSION OF PRESS AND PUBLIC**

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 cabinet 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 15 May 2012.

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

Date: 11 June 2012



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 15 May 2012 at 4.00 pm at 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Peter John (Chair)
Councillor Ian Wingfield
Councillor Dora Dixon-Fyle
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Catherine McDonald
Councillor Abdul Mohamed
Councillor Veronica Ward

1. APOLOGIES

The cabinet noted that Councillor Fiona Colley was on maternity leave and extended their congratulations in respect of the recent birth of her son.

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

The chair gave notice that the following items would be considered for reasons of urgency and lateness to be specified in the relevant minutes:

- Items 14 (open) and 17 (closed) Customer Services Centre (CSC) Contract with Vangent Ltd.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

The following disclosures of interests were made:

- Councillor Richard Livingstone, personal and non prejudicial, Item 11 - Leathermarket Joint Management Board (JMB) Partial Self Financing of the Housing Revenue Account as a co-opted director of Leathermarket JMB for the period 1998 -2007.
- Councillor Veronica Ward, personal and non prejudicial, Item 11 - Leathermarket Joint Management Board (JMB) Partial Self Financing of the Housing Revenue Account as

a relative lives within the area.

- Councillor Catherine McDonald, personal and non prejudicial, Item 12 - Gateway 2: Contract Award Approval - Southwark Heat Network from South East London Combined Heat and Power Plan (SELCHP) - Additional Services Contract as a Councillor in one of the affected wards (Livesey).
- Councillor Richard Livingstone, personal and non prejudicial, Item 12 - Gateway 2: Contract Award Approval - Southwark Heat Network from South East London Combined Heat and Power Plan (SELCHP) - Additional Services Contract as a Councillor in one of the affected wards (Livesey).

4. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

5. MINUTES

RESOLVED:

That the minutes of the meeting held on 17 April 2012 be approved as a correct record and signed by the chair.

6. DEPUTATION REQUESTS

There were no deputation requests.

7. AMENDMENT TO STRATEGIC MANAGEMENT ARRANGEMENTS

RESOLVED:

1. That as at 1 October 2012, the posts of strategic director, health & community services, strategic director of communities, law and governance and deputy chief executive be deleted.
2. That the existing posts of strategic director, children's services and finance director be renamed strategic director, children's & adults' services and strategic director corporate services respectively. These posts (along with the chief executive) will subsume the majority of services from those departments in recommendation 1 and subsume the relevant statutory roles, other than the monitoring officer.
3. That as at 1 October 2012, 2 x posts of assistant director of finance be deleted and a new post of head of service for resources be created.
4. That the appointments committee is formed to make recommendations to council assembly on new appointments to head of paid service and monitoring officer in accordance with the constitution. Council assembly will be asked to approve the

redesignation of the section 151 officer (strategic director corporate services) and monitoring officer (head of legal services).

5. That it be noted that all chief officer posts are contractually inter-changeable; therefore placement of function and post-holders otherwise be delegated to the head of paid service in accordance with the Council's policy and procedures. Similarly, the statutory function of the electoral registration officer will be subsumed within one of the chief officer posts, to be determined by the head of paid service.

8. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL AYLESBURY REGENERATION: DEVELOPMENT PARTNERSHIP

RESOLVED:

1. That the procurement strategy to use a 3-stage EU negotiated procedure as outlined in Section 3 of the report for the Aylesbury regeneration partnership, seeking a partner with the key attributes outlined in Section 1 of the report and in accordance with the commercial and financial principles outlined in Section 2 of the report be approved.
2. That it be noted that a further report will be submitted to cabinet to seek approval to appoint a preferred bidder for the Aylesbury regeneration partnership.
3. That any release from earmarked reserves to meet costs of procurement should be approved by the finance director in consultation with the cabinet member for finance, resources and community safety, as set out in paragraph 79 of the report.
4. That authority be delegated to the director of regeneration to agree the final evaluation criteria, as set out in paragraph 57 of the report. The final evaluation criteria to be circulated to the cabinet for information when finalised in September 2012.

9. HOME CARE CONTRACT MONITORING REPORT

RESOLVED:

1. That it be noted that the delivery of the contracts has met all the quality and performance standards under the contract over the first six months of operation
2. That the summary of how the transition from previous to new contracting arrangements was approached be noted; that through the support of the dedicated transition team service users were given the choice to remain with their current providers on a personal budget and that far greater numbers than anticipated chose to take up a personal budget.
3. That it be noted that while there were challenges that arose during the transfer process that had some impact on the quality and consistency of service delivery, there have also been examples of good practice over the past six months that has ensured the most vulnerable residents in the borough received care with real dignity

and sensitivity.

10. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - COMMUNAL LIGHTING AND LIGHTNING PROTECTION CONTRACT

RESOLVED:

That the procurement strategy outlined in the report for the communal lighting and lightning protection contract at an estimated cost of £2,542,293 for a period of 3 years from 1 October 2013 to 30 September 2016 with the potential for two 12 month extensions to 30 September 2018, subject to performance, making an estimated contract value of £4,237,155 be approved.

11. LEATHERMARKET JOINT MANAGEMENT BOARD (JMB) - PARTIAL SELF FINANCING OF THE HOUSING REVENUE ACCOUNT

RESOLVED:

1. That the progress made towards the proposal for 'self financing' of the Leathermarket Joint Management Board (JMB) be noted.
2. That the development of the proposal through shadowing the financial impact of this initiative during 2012/13 as outlined in paragraph 52 of the report and the future work to be undertaken as outlined in paragraph 53 of the report be agreed.
3. That officers develop a variation of the current Modular Management Agreement (MMA), specifically to draw up terms to enable the delegation of control of part of the housing revenue account (HRA) to the Joint Management Board (JMB) and to agree robust monitoring mechanisms to ensure that public funds are protected. Such agreement to be approved by cabinet, the JMB Board of Directors and the Secretary of State.

12. GATEWAY 2: CONTRACT AWARD APPROVAL - SOUTHWARK HEAT NETWORK FROM SOUTH EAST LONDON COMBINED HEAT AND POWER PLAN (SELCHP) - ADDITIONAL SERVICES CONTRACT

RESOLVED:

Decisions of the Cabinet

1. That approval be given in principal to the award of the Southwark Heat Network Contract to Veolia Environmental Services Southwark Ltd (VESS) on the basis of the heads of terms set out in paragraph 11 of the report and paragraph 9 of the closed report. There is no additional cost to the Council but the contract is for the long-term purchase of heat from VESS (replacing the cost of purchase of gas and boiler maintenance). There is no capital cost to the Council. The financial value of the contract is contained in the closed version of the report.

2. That the contract commence in September 2012 and expire in 2033.
3. That the supply of heat commence in late 2013.

Decision of the Leader of the Council

4. That authority be delegated to the cabinet member for transport, environment and recycling to finalise the outstanding points on the heads of terms, on the advice of the finance director and the strategic director for environment and leisure.
5. That authority be delegated to the cabinet member for transport, environment and recycling to agree the contract, on the advice of the finance director and the strategic director for environment and leisure.

Note:

At this juncture the cabinet noted that this was the last cabinet meeting at which Gill Davies, strategic director of environment and leisure would be attending. They recorded their gratitude and thanks for her hard work in her time at Southwark Council as an indispensable member of the team and her commendable record of delivery and achievements for the benefits of the residents, including the maintenance of the library service, Canada Water library and her work also undertaken in respect of housing. Cabinet expressed their thanks for all her hard work and the positive impact it has made to the Borough and its residents.

13. MOTIONS REFERRED FROM COUNCIL ASSEMBLY

RESOLVED:

Motion on Themed Debate - Older People

That the motion referred from council assembly as a recommendation to cabinet, set out below be noted and agreed.

1. That council assembly acknowledges that:
 - 10 million people in the UK are over the age of 65 and this will rise to 15.5 million by 2035
 - 3 million are over the age of 80 and this is set to double in 20 years time.
2. That council assembly welcomes and celebrates the fact that we are all living longer and pays tribute to the amazing contribution older people make to Southwark's diverse communities, economy and society as a whole.
3. That council assembly calls on members to recognise this contribution and discuss how more can be made of the opportunities that longer lives bring with particular focus on:
 - How the council can recognise the role that people in later life often play in their

communities, through volunteering, caring and by playing an active role in neighbourhood life

- How people in Southwark can take advantage of the wide variety of sporting, educational and social activities available as they get older
 - How the council can promote the greater role that more active grandparents play in their families' lives
 - How the council can work with the NHS and other partners to give older people more choice in the services they receive, enabling them to live healthy lives and stay in their own homes and communities for longer.
4. That council assembly also recognises the council's important role in caring for older people who require care and support.
 5. That council assembly notes that £1.3 billion has already been cut from local council budgets for older people's social care and believes the council should strive to create an adult care system that helps older people to find the support they need, enabling them to live healthy, independent lives in their own communities and homes, rather than retaining a long-term dependency on council services, whilst also protecting our most vulnerable older residents.
 6. That council assembly also recognises that many of the groups in Southwark that provide services to older people have lost their funding through government cuts and so welcomes the council's "innovation fund" which is enabling local organisations to become more self-sustaining going forward.

Universal Credit

RESOLVED:

That the motion referred from council assembly as a recommendation to cabinet, set out below be noted and agreed.

1. That council assembly notes that, starting in October 2013, universal credit will begin to replace income support, job seekers allowance, employment and support allowance, housing benefit, working tax credit, child tax credit and support for mortgage interest.
2. That council assembly recognises that universal credit is a household benefit and that the income from universal credit will therefore be critical to the household incomes of thousands of its residents who are both in and out of work.
3. That council assembly therefore believes that the quality of the universal credit 'service' will be important to the lives of its citizens and that the planned reliance on a web based delivery model backed up by remote call centres without the inclusion of a local, easily accessible, face to face service element puts the successful introduction of universal credit at significant risk.
4. That council assembly therefore calls on the cabinet:
 - 1) To approach Department for Work and Pensions (DWP) and raise its concerns.

- 2) To develop jointly with DWP local arrangements for the delivery of universal credit and to report back on progress to the cabinet member for finance, resources and community safety, specifically addressing the resources required and responses to the following basic questions:
- How will someone apply locally?
 - Where will they apply locally?
 - Where will they take required documents locally?
 - Where will the local 'universal credit' office be and what office accommodation will be required?
 - How will the skills and experience of existing benefits staff be utilised and how many staff will be needed?
 - How does an individual citizen get face to face advice and help if they have a problem?
- 3) To support the Local Government Association in pressing for universal credit to be administered by local authorities.

Post Offices for Southwark

RESOLVED:

That the motion referred from council assembly as a recommendation to cabinet, set out below be noted and agreed.

1. That council assembly notes the importance of local post office branches in Southwark for local people, small businesses and the community as a whole.
2. That council assembly regrets the closure of post offices in Southwark in 2002 and 2008. It notes that Essex Council acted to save the post offices in Essex that were under threat in 2008. It further notes that Labour in Southwark campaigned for the Liberal Democrat/Tory council in Southwark to take similar action at the time, but that it chose not to.
3. That council assembly notes that 48% of the £1.34 billion of 'new money' announced by the government for investment in the post office to aid the privatisation of Royal Mail is existing subsidy and that the four year package of funding is £360m less than the last Labour government's funding package of £1.7bn in 2006.
4. That council assembly notes that under the government's network transformation plans thousands of post offices will be closed and replaced with counters in shops, off licences and petrol stations – known as 'Post Office Locals'. Locals will not provide:
 - international parcels and parcels weighing over 5kg and 6kg respectively
 - Parcel Force Express Services parcels
 - manual cash deposits and withdrawals
 - change giving service to small businesses
 - post office financial services and insurance products
 - manual bill payment services

- passport, car tax and DVLA services
 - on-demand foreign currency
 - payment by cheque.
5. That council assembly notes the widespread concern about the effects of network transformation has led to 75 MPs, including five Liberal Democrats, to call for a moratorium on the plans, and the Business, Innovation and Skills select committee will be holding an inquiry in May.
 6. That council assembly notes the comments of the cabinet member for finance, resources and community safety in 5 January's Southwark News, welcoming the Southwark Liberal Democrats' "Damascene conversion" and committing the council to working "with the post office to look into whether it is possible to combine post office services with other facilities".
 7. That council assembly calls on the cabinet to follow through with this commitment and report back on progress in not more than six months.
 8. That council assembly notes the previous Liberal Democrat and Tory administration's decision to relocate Bermondsey One Stop Shop and welcomes the decision to locate alternative facilities at 11 Market Place in The Blue.
 9. That council assembly condemns Southwark Liberal Democrats' proposal to delay the introduction of these facilities at The Blue which could potentially result in a period where those services would be unavailable in the north-east of the borough

South London Line Replacement

RESOLVED:

That the motion referred from council assembly as a recommendation to cabinet, set out below be noted and agreed.

1. That council assembly notes that the South London Line is a well-used regular train service linking Victoria and London Bridge. Thousands of Southwark residents use it on a daily basis, as it serves Denmark Hill, Peckham Rye, Queens Road, Peckham Station, South Bermondsey and London Bridge from early morning until late evening seven days a week.
2. That council assembly regrets that this service is due to be cancelled later this year when the East London Line spur from Surrey Quays to Clapham Junction is opened. There will be a reduced service from Peckham Rye, Queens Road and South Bermondsey to London Bridge. As a consequence of the cancellation of the South London Line, Southwark residents will no longer have a train connection to Victoria in the evenings and early mornings and half the current service at other times.
3. That council assembly notes that the service that will remain if no replacement is offered is the Victoria to Dartford service that starts at rush hour and finishes in the early evening. The Victoria to Dartford service is already unfit for purpose. Southwark residents are walking to New Cross to get southbound trains in the morning as the service starts too late. Also, residents cannot access by train, a key

connection with the Docklands Light Railway/train hub at Lewisham outside Monday to Saturday peak hours. For two years, the First Capital Connect service has been diverted to Victoria in the evenings. The level of use of this service and the soon to be axed South London Line has shown there is great demand for an evening service to Victoria from the Southwark stations.

4. That council assembly believes the new East London Line is a welcome addition to transport links for Southwark residents. It is however, very much a supplement rather than a substitute to existing routes, as Clapham Junction is geographically a very different destination to Victoria. It is understood that due to routing challenges, with the increased line use that changes to the current service may be necessary. However, suitable substitutes need to be in place.
5. That council assembly supports the proposal for the Victoria to Dartford service to become a full, early morning until midnight seven-day a week service (two trains per hour in each direction), complementing a full First Capital Connect Sevenoaks to Bedford service via Blackfriars. Additional service would be provided during peak hours (similar to the current Victoria to Dartford service) with two trains per hour between Victoria and Bellingham. This would result in maintenance of the current train frequency at Denmark Hill and Peckham Rye to and from Victoria and an increase of two trains per hour at Nunhead. Two trains per hour would still be lost from Queen's Road Station; however, Nunhead Station is 10 minutes walk from Queen's Road.

Gay Marriage

RESOLVED:

That the motion referred from council assembly as a recommendation to cabinet, set out below be noted and agreed.

1. That this council acknowledges the role of individual parliamentarians, of all parties and no parties, and successive governments since the early 1990's to introduce legislation to provide equal rights for lesbian, gay, bisexual and transgender people in the UK.
2. That this council notes and welcomed the introduction of civil partnerships for same-sex couples by the last government.
3. That this council supports the current government's proposals to consult on how to enable same-sex couples to have a civil marriage and the subsequent introduction of legislation in this parliament to make this a reality.

Note:

At this juncture cabinet noted that this was the last cabinet meeting at which Councillor Abdul Mohamed would be attending as the cabinet member for equalities and community engagement as he takes up different responsibilities following May 2012 council assembly. The cabinet wished to place on record its thanks for all Councillor Mohamed's hard work undertaken in his time as cabinet member including notable achievements in respect of his

work with the voluntary sector.

14. CUSTOMER SERVICES CENTRE (CSC) CONTRACT WITH VANGENT LTD

This item had not been circulated five clear days in advance of the meeting. The chair had agreed to accept this item as urgent as throughout commercially confidential discussions, both parties had committed to act in good faith and reach an outcome that could support the long-term ambitions of both organisations. During discussions both parties had also committed to conclude any agreement by 31 May 2012. In recognition of the commitment to act in good faith, and safeguard the delivery of the services, delegated authority was required as a matter of urgency in order to enable officers to conclude a final agreement with Vangent to this timetable.

RESOLVED:

1. That the principles for agreement set out in the closed report for the transition of customer services to council control on 1 June 2013 be agreed.
2. That authority be delegated to the strategic director of housing services to agree the deed of variation, necessary to implement the transition of the services.
3. That it be noted that the proposal for the council's future operating model for customer services will bring the service under council management and give the council greater control over the operation of customer services. A model for delivering the services in future will be presented to cabinet in the form of a gateway 1 report in July 2012.

EXCLUSION OF PRESS AND PUBLIC

That the press and public be excluded for the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in categories 3 and 5 of paragraph 10.4 of the Access to Information Procedure Rules of the Southwark Constitution.

15. MINUTES

The minutes of the closed section of the meeting held on 17 April 2012 were approved as a correct record and signed by the chair.

16. GATEWAY 2: CONTRACT AWARD APPROVAL - SOUTHWARK HEAT NETWORK FROM SOUTH EAST LONDON COMBINED HEAT AND POWER PLAN (SELCHP) - ADDITIONAL SERVICES CONTRACT

The cabinet considered the closed information relating to this report. See item 12 for decision.

17. CUSTOMER SERVICES CENTRE (CSC) CONTRACT WITH VANGENT LTD

The cabinet considered the closed information relating to this report. See item 14 for decision.

The meeting ended at 5.50pm

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, 23 MAY 2012.

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

Item No. 7.	Classification: Open	Date: 19 June 2012	Meeting Name: Cabinet
Report title:		Future of Cemeteries Service	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Barrie Hargrove, Cabinet Member for Transport, Environment & Recycling	

FOREWORD - COUNCILLOR BARRIE HARGROVE, TRANSPORT, ENVIRONMENT & RECYCLING

I am very pleased to bring forward this report which has resulted from a wide ranging and extensive consultation with all people interested in the future of our burial services.

I am particularly satisfied that the proposals contained in this report represent significant progress towards providing a sustainable solution to the problem of space within the cemeteries.

Through the considered use of remaining available space, the sensitive re-use of areas previously used for burials and by working with other Boroughs and private cemetery providers on longer term provision as part of a London wide solution, I feel that the report balances conflicting desires for leisure and burial and offers the prospect that no recreational land will need to be used for burial in the foreseeable future, if at all.

RECOMMENDATIONS

1. That the Cabinet note the outcomes of the public consultation on future burial provision in the Borough undertaken in the summer of 2011(Appendix D).
2. That the Cabinet agrees the vision for the Cemetery service as set out in paragraphs 34 and 35 of this report.
3. That the Cabinet confirm its commitment to providing burial space within the Borough and to the adoption of the Cemetery Strategy (Appendix A)
4. That the Cabinet agree to the creation of short and medium term burial space in Camberwell Old and New Cemeteries as identified in the action plans subject to the agreement to the Council capital programme 2012-2022 (Appendix B and C).
5. That the Cabinet agree that the Council seek the amendment of the London Local Authorities Act 2007 to provide the Council with the powers to reuse graves currently available to all other London Boroughs.
6. That the Cabinet note the additional work being undertaken with the London Environmental Directors Network (LEDNET) and the Greater London Authority to identify a regional solution to the shortage of burial space in London.

7. That the Cabinet ask officers to explore further the procurement of burial space outside the Borough.

Comments from Overview and Scrutiny Committee

The Overview and Scrutiny Committee considered the report at its meeting on 8 May 2012. The committee noted that 3 additional potential sites for burial in Camberwell Old Cemetery had been identified after the main consultation was under way, and that residents closest to these sites may not be aware of this. The committee therefore recommended that the Cabinet request officers to carry out a risk assessment on the consultation process and consider whether any additional work was required in respect of these particular sites.

BACKGROUND INFORMATION

8. The need to identify burial space in the Borough has been an issue for the Council for several years. In July 1999, the Honor Oak Nursery Site Steering Group was formed, comprising locally elected members and local representatives drawn from both Southwark and Lewisham (“the Steering Group”) to consider options for burial at Camberwell New Cemetery.
9. In November 1999 the then Regeneration and Environment Committee met to discuss, the Management of Future Burials. The Committee agreed to reaffirm an October 1996 Committee decision on future burial to bring back into cemetery use the 3 acres of Honor Oak Recreation Ground.
10. In April 2000 the Regeneration and Environment Committee considered a report entitled “Honor Oak Former Nursery Site and Recreation Ground”. The April 2000 Report updated members on the position relating to the use of the recreation ground for burial, and reported that there had been an agreement to bring into use as open space at least 3 acres of a former horticultural Nursery Site adjacent to the cemetery in order to compensate for the 3 acres of recreation ground which was to revert to burial use. In addition, the Committee agreed that the former Nursery Site be marketed for disposal to release sufficient resources to fund the work.
11. In the April 2000 Report, the Committee discussed an alternative proposal, namely the use as extra burial land of the area of the Nursery Site which had previously been used for growing purposes. Although feasible, this was not recommended for logistical reasons. However the Steering Group did not agree and in November 2000, the Steering Group voted unanimously in favour of “supporting the use of the Nursery Site for cemetery use”. This is recorded in a report to the Development Control Committee on 15 November 2000. On the basis of the decision of the Steering Group, the Development Control Committee accordingly granted change of use in respect of the Nursery Site for burial.
12. Use of the former nursery site as burial land commenced in 2003 however by the end of 2010 the area was to all intents exhausted.
13. At its meeting on the 17th April 2011 the Cabinet considered a further report on the future of Southwark’s cemeteries and resolved:-
 - That the proposals in the report to create immediate term burial space be agreed subject to agreement within the council’s capital programme.

- That consultation on the longer term options set out in the report to address the problem of the borough's burial space shortage be undertaken, noting that the Cabinet viewed the use of Honor Oak Park recreation ground as the least preferred option.
- That following consultation a report on the outcomes of the consultation and the options for a long term solution be prepared for a future Cabinet meeting.
- That Cabinet seeks to work with Lewisham and other London authorities on joint solutions to the burial space shortage problem.

KEY ISSUES FOR CONSIDERATION

14. The purpose of this report is to update Cabinet on progress on the delivery of the immediate term burial space, report on the outcomes of the consultation on future options and to propose short, medium and long term options for the future cemetery strategy.

Update on immediate term burial Space

15. Following the Cabinet meeting of 19 April 2011 an allocation of £410k was made from the Council's capital programme for the delivery of the agreed immediate term options at Camberwell New and Camberwell Old Cemeteries.

Camberwell New Cemetery

16. The former site of the Council's Parks service nursery had in recent years been subject to illegal tipping of waste soils. Early in 2011 the removal of the contamination was completed and the area adjacent to the railway line was levelled, soiled and seeded. The site was included in the November 2000 planning consent for use as a cemetery and in early summer 2011 work commenced to carry out final investigations to check underlying ground conditions, and to discharge outstanding planning matters. Works to prepare the site for burial were completed in September 2011, releasing 210 plots and further works are due to complete by summer 2012, releasing a total of 435 plots providing sufficient burial capacity for two years (Appendix F, site A).
17. Another immediate term option considered by the Cabinet in April 2011 to use an area in Camberwell New Cemetery that is virgin ground, has not yet been implemented as a result of difficulties in accessing to the site (Appendix G, site D1). With provision of a new road and vegetation clearance, this will provide access to sufficient space for a further 220 plots within this area. This option will now be undertaken within the short term action plan (2015-22).

Camberwell Old Cemetery

Unused land

18. In June 2011 a small area of virgin land was identified in Camberwell Old cemetery adjacent to the main gates (map). This area has subsequently been cleared and prepared for burial releasing some 50 plots for use (Appendix G, site E).

Topping up of public burial area

19. An area of land within the cemetery (Appendix G, sites F & F1) that had been used for public burials was identified as being suitable for topping up with up to one metre of clean soil so as to provide new burial space. Steps have been taken to extinguish any private burial rights older than 75 years and a planning application for the associated works was submitted in March 2012. Works will include -
- Clearance of scrub and trees.
 - A new temporary entrance for construction vehicles and site hoarding at Wood Vale
 - Delivery and distribution of approx. 4640m³ of soil
 - New foot paths including a new path for the Green Chain Walk
 - Creation of new lawns
 - Planting of new trees and shrubs
 - Installation of gravel memorial strips
20. Subject to planning approval the works are expected to be completed by December 2012 and will allow for 800 new burials at this location providing sufficient burial capacity for three and a half years.
21. In summary since the Cabinet decision in April 2011, to undertake a range of immediate term development with the existing cemeteries, some 1285 burial spaces equivalent to five and half years of required space has been delivered at the cost of £410k.

Pre-sales of grave space

22. Since 2008 due to the constraints of space at the cemeteries, the cemetery service ceased advanced sales of grave space. It is acknowledged that the withdrawal of "pre-sales " has caused some concern to residents anxious to secure their future burial rights and given the amount of additional space likely to be available from the end of the year, pre-sales of grave will re commence in January 2013.

Outcome of Consultation on future cemetery strategy

23. From 4th July to 30th September 2011 residents and stakeholders were consulted on the future options for burials in the borough. A summary of the findings are set out below and the full consultation report is attached in Appendix D.

Future demand for burial

24. Some 77% of respondents indicated that their preferred means of interment would be cremation, with some 22% requiring burial. These statistics vary from UK National averages of 70% and 30% respectively, suggesting a slightly higher percentage than average for those requiring cremation. Southwark's Cemetery and Crematorium service is currently performing burials for around 30% of service users.

25. There are, however, a significant number of Southwark residents who require burial in the future. In addition there was a clear preference from faith leaders that Southwark retains the capacity for burial and for certain faith groups burial was identified as the only acceptable option.
26. Among the respondents indicating a preference for cremation many cited reasons for their preferences as lack of space in the borough and loss of valuable green space vital to the health and enjoyment of the population. Similar reasons were cited for discontinuing the provision of burial. Some respondents who said burial was not important stated that they were in favour of burial outside the borough possibly in partnership with other Local Authorities.
27. Of the respondents preferring burial (22%) many emphasised the emotional attachment to their home place/Borough/connections to family buried in Southwark/and the ability to visit graves without travelling and family and cultural traditions were reasons given for continued provision of burial space. There were also concerns that if burial was moved out of the Borough, people's ability to visit loved ones graves would be diminished.

Preferred options

28. Respondents expressed preference for the various options, in the following order (most supported first):
 - 1) Re-use of public (common) graves was considered the most sustainable option with least impact on both the Borough's open spaces and bereaved relatives.
 - 2) Re-use of private graves.
 - 3) Use of burial chambers/mausoleums where maximising the use of available space. The potential for vandalism and mechanism for ultimate disposal of remains were raised as concerns.
 - 4) Working with other local authorities to source shared land for new cemeteries. Although a new Southwark burial site outside the borough was not greatly supported, for the reasons of reduced accessibility. Buying of grave space from a private supplier was also not a popular option and considered to be problematic on account of lack of confidence in the sustainability of the service.
 - 5) Stopping burial in Southwark -received very little support and even those preferring cremation were in favour of people having burial as a choice.
 - 6) Use of some or all of Honor Oak Recreation Ground for burials was the least favoured option and the one that attracted the most comment (214 comments were made objecting to the use of the park). A small number of respondents were in favour of using some or all of Honor Oak Recreation Ground for burial.

Table1. Preferences for future burial options expresses in public consultation.

<p>a. Re- use Private Graves</p> <ul style="list-style-type: none"> • 14% of people selected this as their first choice • For 31% of respondent re-using private graves was their second most preferred option • 17% made this option their 3rd choice <p>b. Re-use Common(Public) Graves</p> <ul style="list-style-type: none"> • 44% rated this option their 1st choice • 18% selected this as their 2nd choice. • 9% selected this as their 3rd choice. <p>c. Use of Burial Chambers</p> <ul style="list-style-type: none"> • 14% of people selected burial chambers as their first choice • For 8% of respondents it was their 2nd choice • The majority, 25%, had burial chambers as their 3rd most preferred option <p>d. Find a burial site outside of Southwark</p> <ul style="list-style-type: none"> • 12% of people selected this as their first option • The majority of respondents 20% had this option as their 4th choice <p>e. Share a cemetery space elsewhere or buy graves off someone else</p> <ul style="list-style-type: none"> • 11% of people selected this as their first option However most commonly this option was rated 4th,5th or 6th choice 	<p>f. Work with other local authorities to source land for a new cemetery</p> <ul style="list-style-type: none"> • This was neither a favourite nor least favourite option for most respondents. • 19% rated it 1st • Whilst similar number of people selected this as either their 2nd, 3rd, 4th, 5th of 6th or 7th choice. <p>g. Use all or some of Honor Oak Recreation Ground</p> <ul style="list-style-type: none"> • 79% of people selected this as their least preferred option • 9% had it as a first choice • Use of some or all of Honor Oak Recreation Ground for burials was the least favoured option and the one that attracted the most comment. <p>The key reasons for not using the site included:</p> <ul style="list-style-type: none"> • Consideration for it's current use for recreation • Lack of available open space in the Borough • Concerns that the Council would choose this as the cheapest option, without consideration of the impact its loss would have on the young people of the local area, who value it for recreation. <p>h. Stop Burying in Southwark</p> <ul style="list-style-type: none"> • 29% of people selected this as second least preferred option (7th choice) • 18% indicated it was their least preferred (8th choice) • 28% said to stop burying would be their 1st choice
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29. In respect to re-use of grave spaces people felt that all efforts would need to be made to contact living family members and that records should be kept of reused graves with alternative memorials to the deceased created.

30. Interest was also expressed in woodland burials, these being thought of as sustainable and environmentally friendly.

Vision for the cemetery service

31. In setting out the future cemetery strategy the bereavement services has set itself the aim of becoming a model Bereavement Service constituting both a site of Excellence in Bereavement Services and in Cemetery and crematorium Management and Conservation.

32. To achieve this aim the following vision is set out for endorsement by the Cabinet.

“Southwark Council bereavement services will:-

- Serve the Residents of Southwark by achieving the highest standards in Customer Care, Sustainable Burial and Conservation Management achieving value for money.
- Ensure that Southwark continues to develop best practice in the provision of its burial service that provides sustainable facilities for the interment of the deceased whilst meeting the needs of the bereaved.
- In making provision for burials the Council will place a priority on the use of any currently unused land within its existing cemeteries, followed by the re-use of previously used grave space as permitted by burial law.
- Develop Southwark’s Cemeteries so that they will be appreciated for their amenity as much as they are now valued as a place to mourn, remember and respect the dead. “

Cemetery strategy

33. In line with the above vision the proposed cemetery strategy aims to address the shortfall of burial space by using, reusing and reclaiming existing land and burial space within the Council’s cemeteries (Camberwell Old Camberwell New and Nunhead).The legal and national policy framework to achieve this is set out in Appendix E.
34. This strategy takes into account the outcome of the consultation which highlighted the need to continue to provide burials in the borough with the clear public preference not to use additional open space, e.g. Honor Oak recreation ground. The proposed approach is to create new burial space within Camberwell Old and Camberwell New cemeteries over the short (next ten years) and medium term (2022-40) while at the same time working with other Local authorities to develop long term sustainable options for burial in London.

Short term proposals (2015 to 2022)

35. A short term action plan has been developed focussing on bringing into use the following areas;
- the entirety of the disused nursery site (Appendix F, site B)
 - The area of unused land at Camberwell New cemetery referred to in paragraph 20 (Appendix F, site D1)
 - an area in Camberwell Old Cemetery that is part topped up burial land and part virgin ground (Appendix G, site H1). It is proposed that appropriate landscaping be planted in this area to ensure a suitable screen for local residents. Residents of Ryedale Avenue will be consulted on this landscaping in the autumn of 2012.
36. These sites will provide burial space sufficient for the borough’s needs until 2022 and are estimated to cost £1.70m. All sites do have risks associated with planning issues such as the loss of trees and early discussions have commenced with planning officers on these matters.

Muslim Burial

37. The consultation also identified a need to provide burial space for Muslim burials and it is proposed to remediate an in Nunhead Cemetery adjacent the current Muslim burial ground to provide a further fourty spaces.

Medium Term proposals (2022 to 2040)

38. A further series of proposals have been identified to provide burial space from 2022 until approximately 2040 through the re-use of public graves, unused space in private graves and the construction of mausoleum.

Re-use of public graves

39. It is possible to re-use the unmarked public graves older than seventy five years old (and in most instances nearly ninety-five years old) in consecrated parts of Camberwell Old and Camberwell New. This would be subject to Church of England permission (a 'Faculty') and any remains encountered would be re-interred and recorded in adjacent consecrated graves (Appendix F, site D2) (Appendix G, sites H2, H3, J, K, L and G1). This has been approach has been successful elsewhere, notably in the City of London Cemetery. Included in this option is the remediation and use of a disturbed area of ground in the north west of Camberwell Old (Appendix G, site Z).

Unused space in private graves

40. In addition it is proposed that rights to private graves older than 75 years be extinguished under the provisions of the 1975 Act. Any unused space in that grave would then be reclaimed for burial, or alternatively, if the grave is set within consecrated ground, the grave would be re-used, subject to a Faculty. In these instances memorials would be selected and where appropriate restored and re-inscribed. Such reclamation of graves along with the restoration/re-inscription of memorials has also been successfully implemented at the City of London.

Mausoleum

41. There is an increasing interest in the use of mausoleums or above-ground vaults which could be covered and landscaped for the interment of remains. Mausoleums can offer advantages over underground burial. A smaller area of land is required and the controlled environment provides protection for the burial locations as opposed to the damage to graves caused by rain and inclement weather. Visitors enjoy the controlled environment of the mausoleum and a higher level of security. Mausoleums also offer a possible sustainable solution for burial space as typically remains are interred for a limited period (30 years) after which they are removed for alternative storage, thereby releasing the space for further use. There are suitable locations for mausoleums at both Camberwell Old and Camberwell New cemeteries (Appendix G, sites I1, I2 and I3).
42. These medium term proposals have been estimated to costs £3m at current day prices and will provide space until 2040 depending on burial rates.

Review and future consultation

43. Towards the end of the short and medium term periods reviews of burial figures will be required to check whether supply of plots is meeting demand and to consider, at each critical stage, what next steps need to be taken. These reviews will be subject to further public consultation and reported to future Cabinet meetings.

Summary of short and medium term proposals

44. The estimated costs of funding the Burial Space options are as follows:

Site	No. of Plots	Capital cost (£'000')
Short term		
Site B – Camberwell New	900	1000
Site D1 – Camberwell New	220	300
Site H1 – Camberwell Old	480	400
Total (short term)	1600	1700
Medium term		
Site G1 – Old	430	100
Site Z – Old	1,000	1,500
Site H2/3 – Old	775	250
Site J, K, L – Old	1,060	300
Site D2 – New	1,000	350
Mausoleum sites (I1, I2 and I3)	700	500
Total (medium term)	4965	3000
Total (2015-2040)	6565	4700
Cost per grave		0.71

Phasing

45. To allow the appropriate time to develop design and build proposals for each of the options the capital required to deliver the short terms options would need to be made available in 2014/15 and 2019/20 respectively.

Longer Term proposals (post 2040)

46. Longer term options focus the re-use and reclamation of both private and public graves. At Camberwell Old successive clearances of memorials in the late 20th Century, combined with the irregular and tight layout of plots and the numerous recent graves slotted in between historic graves, makes comprehensive re-use difficult. In addition the overgrown nature of parts of the site and the heritage value of other parts, makes comprehensive re-use inappropriate. For these reasons Camberwell New is proposed for re-use in the long term and that is proposed alongside continued but more limited reclamation and/or re-use in Camberwell Old.
47. However, other than for some limited areas of public burial, most areas of Camberwell New do not become 'old' enough for re-use until at least 2045, by which time all the short and medium term proposals will have been exhausted, leaving a potential short fall in provision from 2040 onwards.

48. Some of the shortfall in capacity may have to be made up by taking up a portion of recreational land or alternatively, recognising the feedback from the consultation, it may be possible to identify areas for limited reclamation/re-use in conjunction with restoration at Nunhead Cemetery. In addition the Council will be working to identify potential out of borough and London wide provision as described in paragraph 54.
49. Having met the shortfall and subject to having resolved the legal issue set out in paragraph 53 below and gained Faculty approval, Camberwell New may potentially be capable of carefully planned sustainable re-use in the long term from 2045 onwards.

Amendment to London Local Authorities Act

50. Whilst other authorities in London may re-use private graves in areas that are not consecrated (under the provisions of Acts of parliament of 1976 and 2007) that same provision does not extend to Southwark on account of the way the 2007 Act is drafted. The ability to use such graves is vital to the success of the long term cemetery strategy and it is proposed that the Council seeks legal clarification and/or a change in the law as soon as possible.

Cemetery Service Operations

51. The approach whereby sustainable, cyclical, re use of burial space is achieved on a long term basis is the overall aim of the strategy. Achieving that goal will not only depend on future demographics and burial preferences of Southwark's population but will also require a new approach to the management of the Council's cemeteries.
52. A range of actions need to be taken including the review and digitalisation of existing paper records together with the introduction of a protocol for assessing the heritage value of graves and memorials. New record keeping and management procedures will be introduced.

Regional Solutions

53. In addition to the physical measures set out in this report the Council is seeking to work in partnership with other London authorities to implement the recommendations of a report on burial provision commissioned by the Greater London Authority and undertaken by the Cemetery Research Group, University of York in March 2011. The GLA report identified that there are boroughs in all quarters of the capital where supply is deemed to be critical, and where demand is likely to be exhausted within the next ten years.
54. The GLA report concluded that London Boroughs have not taken advantage of the new powers introduced by the London Local Authorities Act, 2007 noting that for some Boroughs, dealing with monumentation and administrative complexity were both seen as being problematic. In addition, the option of re-using graves under faculty jurisdiction had not been considered by most boroughs even though many had expressed interest in the process. It was evident that further information for London Boroughs on the process of re-use under faculty would be welcomed.

55. The GLA report went on to make recommendations relating to;
- Local authorities sharing good practice on grave re-use including consideration of the obstacles to introducing the policy.
 - Training around various 'grave creation' strategies, these measures, together with grave reclamation, could preclude the later introduction of a more effective and sustainable re use policy.
 - English Heritage being engaged to provide guidance on the historic conservation impacts of all these measures.
56. Working through the London Environment Director's Network (LEDNET) officers have commissioned the Institute of Cemetery and Crematoria Management (ICCM), the University of York and Harrison Design Development Limited to implement the recommendations of the GLA report by producing good practice guidance, applicable to all London Boroughs that clearly sets out the legislative framework, technical solutions and management practices that apply to cemeteries and burial provision.
57. It is anticipated the production of this guidance, which will be available by the end of 2012, will provide material for training operational staff and reduce the need for individual boroughs to commission external consultants for advice.

Procurement of burial space outside of Southwark.

58. The Council now has sufficient burial space for five and half years and should Cabinet agree this report will have identified options which could provide sufficient for twenty eight years. While the public consultation show only limited support for burial outside of the Borough, the Council has been approached by a privately owned cemetery outside Southwark, with a proposal to purchase up to fifty burial spaces for the use of Southwark residents. Also a number of other London Authorities have expressed an interest in the joint procurement of burial space. Such provision may be a useful addition to the options available to the bereavement service but would need to be subject to the usual procurement processes.
59. LEDNET is currently seeking to engage resources, led by Southwark, to explore the options available both in terms of available land together with potential operational models for joint or shared management of such facilities. It is therefore proposed that the procurement of burial space outside the Borough be explored further, possibly in conjunction with other London Boroughs.

Policy implications

National Policy and legal framework

60. Appendix E details the national policy and legal framework that applies to re-use and reclaim of public/private graves that is fundamental to the approach of the strategy in delivering the aim of addressing the current shortfall in burial space.

London Plan

61. Policy 7.23 of the Mayor of London spatial development strategy for London states that the Mayor will work with boroughs, cemetery providers and other key stakeholders to protect existing burial spaces and to promote new provision and that Boroughs should ensure provision is made for London's burial needs, including the needs of those groups for whom burial is the only option. Provision should be based on the principle of proximity to local communities and reflect the different requirements for types of provision.

Open Space Policy

62. The open spaces strategy has been drafted and is currently out to consultation. There needs to be recognition that the Borough's cemeteries offer a positive contribution to open space in the Borough and a recognition of such a fact is that they are suitable for use as metropolitan open space. There also needs to be a commitment in the open spaces strategy to retain land within the existing service for use for burials and to meet the requirements of the Council's cemetery strategy.

Resource implications

Capital implications

63. An existing capital allocation of £410k will enable the delivery of the immediate term works. This will provide another 5 and half years additional burial capacity.
64. The total estimated cost of implementing both short and medium term options £4.7m. The current capital programme does not contain provision for the proposed options and bids will be submitted as part of the next capital refresh process. Therefore the proposed strategy and agreed options will be subject to identifying sufficient resources in the council's capital programme.

Revenue implications

65. The income target for cemeteries for 2011/12 was £738k and has been set at £813k for 2012/13.
66. All of all the options mentioned in Appendices B and C represent a significant investment in Southwark's cemeteries. Such capital investment will need to be reflected in the fees charged for the service. Despite significant increases in recent years fees remain below the London average. If sufficient revenue is to be generated to maintain the cemetery grounds at desirable standards further increases in fees will be required.
67. If any of options mentioned in Appendices B and C are not accepted, it is likely that the cemetery service will cease to generate income as a result of running out of burial spaces in five and a half years. This will create a budget pressure due to shortfall in income.

Community impact statement

68. When delivering the short and medium term burial options further detailed consultation on each option will be undertaken with the local community and users of the cemeteries to ensure that the detailed designs for each area mitigate where possible any highlighted concerns and will also take into account concerns related to the actual impact of implementation of the options. Work will also be planned in advance to ensure the concerns of the community are taken into account, for example it is planned to implement soft landscaping in the autumn of 2012 alongside Area H1 even though implementation is not planned until 2021.
69. Careful management and communication will be undertaken in accordance with prescribed legislation with regard the re-use and reclaim of burial space and a large proportion of this work will be agreed in advance with the Diocese.
70. Regular consultation meetings occur throughout the year with local funeral directors to understand their needs as a customer to ensure the burial options prescribed meet their needs and to also ensure that they are workable from a practical perspective. These meetings will continue and the delivery of the cemetery strategy will be discussed on an ongoing basis.

SUPPLEMENTARY ADVICE FROM OTHERS

Strategic Director of Communities, Law & Governance

71. The Report seeks Cabinet approval of the adoption of the cemetery strategy and the delivery of short and medium term burial space action plans subject to agreement within the council's capital programme.
72. In accordance with Part 3C this is a matter reserved for collective decision making by the Cabinet as it involves the approval of virements over £1,000,000 and up to £10,000,000 between capital projects or programme headings as set out in the overall programme approved by council assembly.
73. The report details that consultation has taken place with residents and stakeholders between 4 July – 30 September 2011. Consultation has taken place to gain views on the future of burial services in the borough as the borough's cemeteries are nearly full.
74. To reduce the risk of a legal challenge it is good practice for the Council to consult those who may be affected by the changes in service provision. For effective consultation to take place there are four requirements:
 - a. consultation must be conducted when proposals are at a formative stage;
 - b. the decision maker must give sufficient reasons for it's proposals to permit intelligent consideration and response;
 - c. adequate time must be given for consideration and response; and
 - d. the product of consultation must be conscientiously taken into account before making the relevant decision.
75. Each of these elements must be considered separately, evidenced and documented. The Report author refers to detailed consultation taking place, a copy of the Consultation Report being found at Appendix D.

76. It is not proposed to repeat the legal implications of the cemetery strategy as they have been thoroughly covered within Appendix E – Legal and Policy Framework.
77. The Equality Act 2010 introduced a single public sector equality duty. This duty requires us to have due regard in our decision making processes to the need to:
- (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - (b) Advance of equality of opportunity between persons who share a relevant protected characteristic and those who do not share it
 - (c) Foster good relations between those who share a relevant characteristic and those that do not share it.
78. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also applies to marriage and civil partnership, but only in relation to (a) above.
79. Local authorities are required to act in accordance with the equality duty and have due regard to these duties when carrying out its functions, which includes making decisions in the current context.
80. Equality impact assessments/analysis are an essential tool to assist councils to comply with our equalities duties and to make decisions fairly. Equalities and human rights impact assessments/analysis that are carried out should be mindful of the protected characteristics under the Equality Act 2010. A Equalities and Human Rights Impact Assessment (EqIA) was carried out and can be found at Appendix H. Following analysis of the public consultation results it was found that the cemetery strategy will allow the Council to continue with its existing service provision and that no equality group is disproportionately affected.

Finance Director (NR/02/12)

81. This report recommends that Cabinet notes the outcomes of the consultation undertaken in the Summer of 2011 and agrees to continue to providing burial space within the Borough, agrees to the adoption of the cemetery strategy and agrees to the creation of short and medium term burial space in Camberwell Old and New Cemeteries. In addition, notes the additional work being undertaken with LEDNET and the Greater London Authority to identify a regional solution to the shortage of burial space in London.
82. The Finance Director notes the resource implications contained within the report, in particular that the approved capital programme does not have provision for the proposed options. This issue will be addressed should Cabinet approve this report, by means of a capital outturn /refresh report in the first quarter of the new financial year, when members will be invited to formally approve amongst other items, the capital expenditure detailed in this report.
83. Officer time to effect the recommendations will be contained within existing budgeted revenue resources.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Papers relating to future burial needs 1996 -2000	Council Offices, 160 Tooley Street	Des Waters 020 7525 2080
Individual comments to public consultation July 2011	Council Offices, 160 Tooley Street	Des Waters 020 7525 2080
Camberwell new and Honor Oak recreation ground use survey May 2011	Council Offices, 160 Tooley Street	Des Waters 020 7525 2080

APPENDICES – Circulated separately and available on the council's website: <http://modern.gov.southwark.gov.uk/ieListDocuments.aspx?CId=302&Mid=4244&Ver=4>

No.	Title
Appendix A	Southwark Council Cemetery
Appendix B	Short term burial options (2015- 2022)
Appendix C	Medium term burial option (2022-40)
Appendix D	Southwark cemeteries, consultation report 2011
Appendix E	Burial legal and national policy framework
Appendix F	Plan of short and medium term proposals Camberwell New cemetery
Appendix G	Plan of short and medium term proposals Camberwell Old cemetery
Appendix H	Equalities and human rights impact assessment

AUDIT TRAIL

Cabinet Member	Barrie Hargrove, Cabinet Member for Environment, Transport and Recycling	
Lead Officer	Deborah Collins, Strategic Director, Environment & Leisure	
Report Author	Des Waters, Head of Public Realm, E&L	
Version	Final	
Dated	11 June 2012	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		11 June 2012

Item No. 8.	Classification: Open	Date: 19 June 2012	Meeting Name: Cabinet
Report title:		Council Plan Annual Performance Report 2011/12	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John – Leader of the Council	

FOREWORD - COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

In 2010 the council launched its Fairer Future for All programme, which set out our vision for Southwark - a vision which sees all of us working together to create a borough in which all are able to achieve their potential.

We recognised when we set out that vision that the council had to change in some fundamental ways. The way we treated the people we came into contact with had to improve. We had to demonstrate more respect and compassion; to act as if those we interact with were members of our family. We also recognised that we held the public's money as trustees for our community, and should look after it in the same way that Southwark residents look after their family budgets and Southwark businesses look after their business balance sheets.

To this end, in July 2011 we approved our first Council Plan. This set out how we will deliver our Fairer Future for All programme over three years. It reflected our desire to change the way the council operates and marked the start of a new relationship between the council and our residents, built on trust, openness and transparency. This Council Plan Annual Performance Report is our chance to provide an update on how we are delivering on our promises and to set out our objectives for 2012/13 that will support our vision of a fairer future for all in Southwark.

RECOMMENDATIONS

1. That cabinet notes progress against the ten fairer future promises in the Council Plan.
2. That cabinet agrees to the Council Plan Cabinet member portfolio objectives and targets for 2012/13 (see Appendix 1).

BACKGROUND INFORMATION

3. On 6 July 2011 Council Assembly approved a new Council Plan, which set out how the council will achieve its Fairer Future for All vision in an environment of significantly reduced funding to the council. Ten fairer future promises were agreed with a further set of objectives outlined in performance schedules for each cabinet member portfolio area.
4. The Council Plan placed local needs and accountability as the drivers of performance improvement. Over 2010/11 there were a number of changes to the performance monitoring and reporting requirements required of the council by central government. These included the abolishing of the national indicator set and the end of the requirement for local area agreements. As a result the council

had greater flexibility than in previous years to develop a plan that delivered against local priorities.

5. It was agreed at Council Assembly in July 2011 that the review and monitoring of targets would be ongoing throughout the year with progress updated at least every six months and to report more formally through an annual report.
6. During the 2011/12 the council has been monitoring its performance against the promises and objectives in the Council Plan. Performance data and project updates have been collected on a quarterly basis. An Interim Performance Report was presented to cabinet in February 2012 to note progress made over the first six months of 2011/12.

KEY ISSUES FOR CONSIDERATION

7. This report provides a summary of progress made in 2011/12 against the ten promises that were agreed in the Council Plan. It also sets out the objectives and targets for 2012/13 under each cabinet portfolio performance schedule (see Appendix 1). Further detail on progress against the cabinet member portfolio performance schedules is available on the council's website (see background papers). Following this report's consideration at cabinet it will be presented to Council Assembly on 4 July 2012.

Summary of progress against our ten fairer future promises

8. In July 2011 the council agreed to ten fairer future promises as part of its new Council Plan. A summary of progress against each promise is provided below.

Promise 1 - "Provide improved value for money and keep council tax increases below inflation"

9. In February 2011 Council Assembly agreed a balanced budget of £323m for 2011/12. This was based on a zero percent increase in Council Tax. The agreed budget included £7.5m of financial commitments, largely to meet increasing demand and other pressures, and £6.1m growth in additional or new services. Over the year budget reductions, savings and efficiencies of some £33.8m (10.5 per cent of 2010/11 revenue budget) were planned to be achieved. This included a range of options including the rationalisation of management structures and back office structures and options for savings in contract spend.
10. In five of the six years since 2007/08, council tax has been frozen. The total increase in council tax (excluding the Greater London Authority precept) over this time is 4 per cent. This has been in the context of reduced government grant in real terms and inflation based on the Consumer Price Index that has been running at an equivalent rate of 15.7 per cent. At the same time the council has had to absorb the cost of increased demands across a range of critical services, including adult care, learning disabilities and services which are associated with government targets (e.g. recycling). The council continues to maintain the 7th lowest council tax in London.
11. In each of the last five years the District Auditor has confirmed that the council has achieved value for money. Continued efforts are being made to reduce the costs of service delivery while maintaining the standards of service to which stakeholders are entitled. For 2012/13, the council has accepted the government's Council Tax Freeze Grant, although it recognises the pressures

that this will create for council tax payers and potentially for council services as the grant is removed. In June 2011, cabinet agreed a Medium Term Resources Strategy which set out a range of measures for delivering better value for money.

12. In 2010 the council embarked upon a transformation programme in the revenues and benefits service. On 1 April 2011 the service transferred back from its outsourced supplier to be operated directly by the council. In the course of the year the collection rate has seen a step change improvement from the previous 2010/11 outturn of 92.7 per cent, itself an improvement on the previous year. As at 31 March 2012, the council tax collection rate was 94.5 per cent. That coupled with significant reductions in outstanding debt and improvement in arrears collection has made for a successful transformation.
13. Other measures taken to help reduce costs of service delivery have been in relation to the use of consultants and agency staff. Spend on consultants across the council was £12.089 million in 2009/10. This was reduced to £7.267 million in 2010/11 and then to £5.338 in 2011/12. Similarly, numbers of agency staff over this period have fallen from 720 in March 2010 to 441 in March 2011 and then to 391 in March 2012. Efforts continue to reduce these costs further, whilst maintaining standards of service.

Promise 2 - “Work with residents and the police to make the borough safer for all by cracking down on antisocial behaviour and implementing our new violent crime strategy”

14. The council adopted the Southwark Anti-social Behaviour Strategy in September 2011 and the “A Responsible Approach” - Dogs Strategy in the summer of 2011. The Southwark Anti-social Behaviour Strategy sets out how we will work together with the community to tackle anti-social behaviour, using the tools and powers available to us.
15. According to the Police Public Attitude Survey, 56 per cent of residents are now more confident in the police and council tackling crime and anti-social behaviour. 76 of residents also feel safer walking alone in their local area after dark (up 2 percentage points from 2010/11).
16. The community warden service has successfully applied for further Metropolitan Police accredited powers under the Community Safety Accreditation Scheme (CSAS). They were the first frontline staff in London to receive these powers. In 2011/12, wardens carried out over 1,000 CSAS actions, of which 700 were alcohol seizures. Other outputs include:
 - 100 Acceptable Behaviour Contracts signed
 - 14 post conviction Antisocial Behaviour Orders secured
 - 15 crack house and premises closure orders have been executed.
 - 11 injunctions have been obtained dealing with illegal and antisocial behaviours.
 - 37 notices seeking possession have been served for serious tenancy breaches. Proceedings have been issued in six cases and one tenant has been evicted.
17. The summer riots had a significant impact in Southwark affecting over 140 businesses. Over 120 people were charged and Southwark Antisocial Behaviour Unit and housing carried out around 70 home visits for those who were

involved in the disorder. Five properties have been recovered as a result of this work.

18. Throughout 2011/12, we have made significant progress against the five priorities set out in the Violent Crime Strategy. We have had particular success in reducing the following types of crime:
 - 13% reduction in overall violent offences (against target of -2 per cent),
 - 32% reduction in gun crime,
 - 13% reduction in violence with injury,
 - 9% reduction in serious youth violence,
 - 9% reduction in domestic violence,
 - 6% reduction in most serious violence,
 - 4% reduction in knife crime.
19. However, there has been a 4 per cent increase in robbery over the period. The Safer Southwark Partnership will continue to focus on this throughout 2012/13, using available resources.
20. We have continued to deliver SERVE (Southwark Emergency Rehousing Victims Of Violent Enterprise), providing safe accommodation and a mentoring for individuals at serious risk of violence associated with gangs or weapons. We have successfully supported 23 families, or individuals, into short term accommodation and on to more stable housing out of the borough.
21. MARAC (Multi-agency Risk Assessment Conference) continues to have a positive impact on high risk victims as well as helping to reduce domestic violence in the borough. Over 160 individuals have been referred to the MARAC in 2011/12; 80 per cent of cases, after MARAC intervention, have not been referred back to MARAC.
22. We have re-commissioned our domestic violence services to deliver a new improved service for victims of domestic abuse. The new service will provide significant improvements including a single 24/7 access point, borough-wide provision for all victims and children, perpetrator programmes and capacity building services.
23. We have established a night time economy team, a joint resource with the council and police, operating on Friday and Saturday nights in hotspot areas in Borough and Bankside. Crime in the Cathedrals ward has since reduced by 11 per cent (400 fewer recorded crimes) and alcohol related calls to the London Ambulance Service have reduced by two per cent
24. A team was established in July 2011 to focus on the illegal economy in the Peckham town centre area. Two multi-agency test purchase operations were carried out resulting in approximately 90 arrests.
25. The Youth Offending Service (YOS) has been restructured to strengthen supervision of violent offenders in the community. This has helped to reduce the likelihood of reoffending among young people being supervised by the YOS.

Promise 3 - “Deliver the first three years of our five year plan to make every council home warm, dry and safe”.

26. We are moving in the right direction with our overall five year ‘Warm, Dry and Safe’ (WDS) investment programme. The WDS programme was approved by cabinet in October 2011. We undertook major consultation asking all council tenants and homeowners about their views on the programme and as a result commissioned surveys on all the projects in the 2012/13 programme. We will be writing to residents impacted by next year’s programme to inform them about the works we will carry out in their homes, the timescales for the works and introducing them to their project teams.
27. The council continues to progress schemes in the 2011/12 programme. Although there was some slippage, the majority of schemes are committed with the remaining projects ready to start early in 2012/13. The two major reasons for slippage in the 2011/12 programme are the stop/starts on the WDS programme as we awaited the Land Tribunal decision and contract disputes in Bermondsey and Rotherhithe (Contract Area 2). We have recently introduced a new Project Management model which will provide accurate cash forecasting in future.

Promise 4 - “Improve our customer service with more online services, including delivery of a better housing repairs service, independently verified by tenants”.

28. The council-wide initiative to improve the delivery of on-line services is progressing well. Improvements so far include;
- Service migration board has been established to drive the council’s on-line services, and work has commenced with the customer service centre to promote web service delivery.
 - New "In my Area" service introduced on the council’s website in October 2011. This service provides a range of information about local services.
 - Mobile-enabled council website went live in December 2011, enabling customers to access the council’s website from a mobile device.
 - A new "MySouthwark" personalised account went live on 12 March 2012, making way for the personalised delivery of a host of council services.
 - The Soctim (association for ICT professionals) Better Connected 2012 review praised Southwark’s mobile website as being really good and upgraded our rating from a 2 star to 3 star council (out of a possible 4 stars).
29. Repair performance continues to show improvement.
- 79.1 per cent of our residents are satisfied with ‘overall repair service’ and 69.4 per cent have informed us that their repair was completed right first time.
 - 12 of the 13 recommendations made by the Housing Scrutiny sub-committee have been implemented.
 - 83 per cent of actions resulting from the 'end to end' review have been completed.
 - The extremely challenging target of 50 per cent net reduction in disrepair case volume has been exceeded. The disrepair cases are now lower than at any point in at least the last five years.

- Gas servicing compliance has been consistently excellent – this is the best performance in at least the last 6 years.

Promise 5 - “Introduce free healthy school meals for all primary school pupils, and champion improved educational attainment for our borough's children”.

30. Free healthy school meals for primary school children in Reception and Year 1 was introduced in September 2011 and we are on track to roll out for Years 2,3 and 4 in September 2012 and Years 5 and 6 in September 2013.
31. Southwark’s pupils achieved better than ever results in 2011, with 77 per cent of pupils achieving expected levels at key stage 2 (first quartile nationally) and 58 per cent at GCSE (better than the national average). The performance of children in care also improved, with 23.9 per cent achieving expected levels at GCSE, the second-highest in London. More schools and settings were judged good or better, rising to three-quarters of all primary and secondary schools.

Promise 6 - “Support vulnerable people to live independent, safe and healthy lives by giving them more choice and control over their care”.

32. Service-user choice and control has been increased through greater uptake of personal budgets. Around 2,600 community services users and carers are now benefitting from some form of self-directed support, meaning that we are delivering our 60 per cent target. This reflects successful redesign of the customer journey and key associated processes such as outcome-based assessment, support planning, resource allocation and user review, and provides a sound platform for taking forward the personalisation agenda so that it makes a real difference to the lives of service users.
33. “My Support Choices” has been rolled out, providing an online guide that enables people to easily explore the options for obtaining support.
34. The Innovation Fund programme has helped set up a range of personalised support opportunities that will help develop the market to meet people’s support preferences.
35. The opening of the Resource Centre and creation of the user-led organisation SCIL (Southwark Centre for Independent Living), the Independent Living Team and Older People’s voluntary sector changes have all been part of a more personalised approach to day services.
36. The balance of care continues to shift in favour of community-based provision as new permanent admissions to care homes remain below previous year’s rates and services are reconfigured to enable people to live in their own home.
37. Good progress has been made towards redesigning residential care provision for people with learning disabilities, giving service users their own home with tenancy rights, rather than a registered care home setting. This is a key step towards personalising services for this client group and is a key equalities objective of the council.
38. Strong performance has been maintained on minimising delayed transfers of care from hospital, reflecting strong partnership working with health.

39. A Charter of Rights has been agreed and implemented, setting out clear standards that the public can expect from adult social care services.

Promise 7 - “Encourage healthy lifestyles by transforming Burgess Park, opening a new swimming pool at Elephant and Castle and awarding £2m to local projects to leave a lasting Olympic legacy”.

40. The Burgess Park Revitalisation Project is on target for completion by the summer of 2012. The lake extension is now complete, the play area and car park are now open and the majority of groundwork in creating the new topography of the park has been completed. The remainder of soft landscaping and hard landscaping is nearing completion. Once completed Burgess Park will offer a wide range of formal and informal healthy activities and sport including tennis, football, rugby, cricket, adventure play, outdoor gyms, fishing, go-karting and BMX. Many of these facilities will be refurbished or newly installed. We are developing a new model for the delivery of these sports within the park in association with the sport clubs and other users. This will deliver a tailored and coherent programme of use in each of these facilities which will then link to the clubs and organisations based in the park.
41. The new leisure centre at Elephant and Castle (E&C) is due to open in 2014, when it is anticipated that 300-500 people will use the new centre each year. Work on the design of the new leisure centre is progressing. Although the third stage of public consultation ended in March 2012, interested parties still have the opportunity to see the new designs from Friday 30 March when they will be on display at the Consultation Hub in Walworth Road.¹ Amenities currently proposed for the new leisure centre are:
- Six lane 25m swimming pool
 - Separate teaching pool with moveable floor
 - Four court sports hall
 - 140 station gym
 - Studio suite, including indoor cycle studio
 - Café and crèche
42. Key milestones for new leisure centre project include:
- Summer 2012 - Closure of existing centre and commencement of demolition and construction of existing leisure centre.
 - Spring 2014 - Completion and opening of new E&C leisure centre
43. A £2m package of Olympic legacy projects was approved by cabinet in October 2011 and is on track for delivery by the target date of March 2014. The majority of projects are busy either submitting planning applications, inviting tenders or at the design stage. One project has been completed already. All projects bar one will have either been completed or will have started by September 2012. Only the Southwark Park track project is yet to identify a completion date. This is because full funding has yet to be obtained. However, officers are embarking on a match funding programme for the 2012/13 year.

¹ Further details are available at <http://www.southwark.gov.uk/elephantleisure>

44. As of April 2012, the Peckham Pool disability hoist has been installed and the grass pitches at Peckham Rye Park have been drained and re-seeded ready for establishment ahead of the 2012/13 football season.
45. Upon completion in 2014, Southwark will be home to at least nine new or refurbished sporting facilities that will increase participation in or improve access to sport and physical activity across the borough.

Promise 8 - "Open Canada Water library in autumn 2011, open a library in Camberwell and conduct a thorough review of the library service".

46. Canada Water Library opened on 28 November 2011. Up to 31 March 2012 there have been:
 - 155,317 visits to the library and a total of 129,551 books and other items have been borrowed. Canada Water now accounts for 25 per cent of all items loaned each month from our libraries.
 - 85 per cent of loan transactions are performed using self service technology.
 - 6,387 new members joined the library from its opening date to the end of March 2012 and during this month 4,085 people have borrowed at least one item from the library.
 - 5,472 hours of Wi-Fi time were used at the library in March 2012 and this is 33 per cent of the total of all Wi-Fi used in Southwark's libraries during this month.
47. The Canada Water Library's Culture Space programme is now fully established and to date has hosted several successful events. These include performances from Tall Stories and the Bubble Theatre, and events with high profile authors including Jacqueline Wilson, Ben Fogle, Michael Rosen and Mark Haddon. The Rotherhithe Community Council was held there in January 2012. The library has been shortlisted for two building awards.
48. The business case for the new Camberwell Library was approved in December 2011. The proposals now going forward to planning are for the construction of a new building adjacent to the Magistrates court at Camberwell Green. The siting of this building will contribute to the overall improvement of this area and it is due to be completed in 2014.
49. The Libraries Review was undertaken in summer 2011 and involved widespread public consultation to seek views from the community on how the council could realise budget savings of £397k and maintain a high quality library service. Findings from the review were reported to cabinet in October 2011 together with proposals for a package of savings to achieve the required £397k target.
50. No libraries will close following the review. Opening hours at four smaller community libraries will be amended from April 2012 with new hours that are focused on times when the libraries are most used. This ensures that after school use by children can continue, that people on their way home can go to the library and that schools still have the opportunity to visit during the day. All day Saturday opening has been retained as this is the day that libraries are most used by families.

51. Other measures within the approved savings package include a staff restructure completed in October 2011 and taking forward new strategies from 2012 onwards to promote volunteering and to invite local community organisations to put forward their proposals on how they may extend the opening hours at the smaller libraries during the times when the council is not delivering service.

Promise 9 - “Bring the full benefits and opportunities of regeneration to all Southwark’s residents and build new family homes on the Aylesbury Estate and at Elephant and Castle”.

Aylesbury Estate

52. Progress has been made towards regenerating the Aylesbury Estate. In April 2011 residents moved into the first new family homes built on the estate. In June 2011 the Aylesbury Resource Centre opened, which will provide services for older people and adults with disabilities.
53. Following the loss of around £180m in private finance initiative funding for the Aylesbury estate, the council reviewed and revised its regeneration implementation strategy for the area. This has included investigating the possibility of securing a long term development partner for the estate. In April 2012, we appointed a preferred developer for a site on the corner of Thurlow Street and East Street (1-59 Wolverton).
54. A funding agreement was signed with the Creation Trust, a resident-led charity. Under this agreement Creation will take the lead on delivering social and economic benefits to existing residents ahead of the redevelopment of the estate. The partnership with the council has helped Creation Trust to secure funding from a range of sources, including significant funds to support local people into employment.

Elephant and Castle

55. Ninety-five affordable units for rent were completed following a partnership between the council and a number of housing associations. This included 30 new family homes as part of the Heygate Estate replacement homes programme.
56. The creation of new family homes at Elephant and Castle was highlighted in Southwark Council’s 2011/12 Annual Monitoring Report (AMR). The AMR confirmed that of 169 three bedroom units completed across the borough as a whole, 50 were built at Elephant and Castle as part of commercial or registered social landlord developments.

Promise 10 - “Double recycling rates from 20 per cent to 40 per cent by 2014 and keep our streets clean”.

57. The full 2011/12 recycling rate has been confirmed as 27.45 per cent. Despite weekly food and garden waste collections, along with alternate-week residual waste collection scheme being introduced in October 2011 to 43,000 properties, we are still below the target set for 2011/12 of 32 per cent. This is due to the late opening of the new waste facility on the Old Kent Road due to unavoidable delays in the granting of final planning permission. Whilst this is disappointing for this year, we are confident that with the new facility fully operational, the target for 2012/13 will be achieved.

58. Full year results for street cleansing performance are now available. The street cleansing budget reductions led to a change in the frequency of both litter and detritus removal in the borough. As a result, the number of streets graded as acceptable for litter removal fell slightly from 96 per cent last year to 93 per cent this year. Detritus grades for 2011/12 are in line with 2010/11, with 91 per cent graded as acceptable.
59. Although missed collections were above the target in quarters two and three, the service has now managed to bring performance back to the previous high standard. The roll out of weekly food waste as detailed above saw the biggest change to our refuse service since the 1990s meaning crews had to learn new routes. This coupled with the national strike on 30 November meant that our usually excellent collection performance dipped slightly. Missed collections are now back in line with our targets.
60. Working with developers, housing managers, and managing agents ensures waste and recycling services are provided to all properties (including new builds). This maximises opportunities to provide recycling services to all residents. The waste management design guidance notes are included for residential developments.

Community impact statement

61. The purpose of this report is for cabinet to note progress in 2011/12 against the promises agreed in the Council Plan and to agree the Council Plan cabinet member portfolio objectives and targets for 2012/13. No specific equality analysis has been undertaken for this report as there are no impacts on the community arising from the report itself. Future decisions made on the basis of council performance as highlighted by this report may require equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Communities, Law & Governance

62. It was previously a requirement for local authorities to publish a best value performance plan. The Local Government and Public Involvement in Health Act 2007 removed the powers of the Secretary of State to specify performance indicators and standards for local authorities, the duty on authorities to meet such standards and to publish best value performance plans. However, a local authority is still required to achieve best value. The Council Plan is one of the ways the council can demonstrate that it is achieving this requirement.
63. Any updates that cabinet agrees to the Council Plan targets for 2012/13 will then need to be adopted by Council Assembly as it approved the new Council Plan on 6 July 2011 including the original targets.

Finance Director

64. The financial implications of the annual performance report will be assessed by each department and any resultant commitments shall be managed within the annual budget cycle.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Delivering a fairer future for all in Southwark - Council Plan Annual Performance Report 2011/12 (including progress against the Cabinet member portfolio performance schedules).	http://www.southwark.gov.uk/info/200342/council_plan	Alex Irvine – alex.irvine@southwark.gov.uk
Council Plan Interim Performance Report 2011/12	http://www.southwark.gov.uk/info/200342/council_plan	Alex Irvine – alex.irvine@southwark.gov.uk
Council Plan 2011-14	http://www.southwark.gov.uk/info/200342/council_plan	Alex Irvine – alex.irvine@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Council Plan Cabinet portfolio targets for 2012/13

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Acting Chief Executive	
Report Author	Stephen Gaskell, Head of Strategy and Partnerships Alex Irvine, Principal Strategy Officer Faz Hakim, Senior Strategy Officer	
Version	Final	
Dated	7 June 2012	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional/Community Council/Scrutiny Team	7 June 2012	

Appendix 1 – Council Plan Cabinet portfolio targets for 2012/13

Children's Services

	Key objective	2012/13 targets
1	Ofsted overall assessment of Council Children's Services	Objective removed following ending of Ofsted assessment process.
2	Introduce free healthy school meals for all primary school children	Roll out to all Year 2, 3 and 4 pupils by September 2012.
3	Give young people real power over 20% of the youth service budget	Young people to have power over 20 per cent of youth services budget by 2014.
4	Reduce the number of schools below minimum "floor" standards	No schools to be below the minimum "floor" standards.
5	Increase percentage of pupils achieving Level 4 maths and English at Key Stage 2	Performance to be in top quartile nationally (77 per cent required to achieve top quartile performance in 2011/12).
6	Increase % of pupils achieving 5 or more A*-C grades at GCSE or equivalent including English and maths	At least national average.
7	*EQUALITY OBJECTIVE* - Narrow the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest national performance.	Performance exceeds national gap expectation.
8	*EQUALITY OBJECTIVE* - Increase percentage of children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 including English and maths.	At least national average.
9	*EQUALITY OBJECTIVE* Narrow the gap in educational outcomes between the bottom achievers at Key Stage 2 and 4 and their peers.	Objective overlaps with objectives 5 and 6 to raise attainment so has been removed.
10	*EQUALITY OBJECTIVE* Narrow the gap in educational outcomes between Southwark pupils with special educational needs at Key Stage 2 and 4 and their peers (in expected level of progress in English)	Objective overlaps with objectives 5 and 6 to raise attainment so has been removed.
11	Increase the percentage of "good" or and "outstanding" Ofsted	

	Key objective	2012/13 targets
	assessments of educational settings	
11a	Primary schools	Year-on-year improvement.
11b	Secondary schools	
11c	Children's centres	
11d	Post-16 provision	Objective removed following change in Ofsted inspection framework.
12a	Guarantee that every child that wants a place in a local primary school gets one.	Every child that wants a place in a local primary school gets one.
12b	Increase the percentage of children getting one of their expressed preferences for primary school.	In excess of 90 per cent.
13	Invest in our schools through our primary capital and Building Schools for the Future (BSF) programmes: BSF milestones	Phase 2/3 completion.
14	Respond to the recommendations of the Teenage Pregnancy Commission, which seek to reduce teenage pregnancy rates	Reduction delivered, closing gap with comparator group by 2014.
15	Increase rates of employment, education and training of young people – NEET rate	At least central London borough average.
16	Reduce youth crime:	
16a	First time entrants	Year on year improvement.
16b	Youth re-offending rates	Year on year improvement.
17a	Key children safe from harm and neglect	Measures to be developed after analysis of final Munro report outcome indicators.

Housing Management

	Key objective	2012/13 targets
1	Warm, dry and safe housing - Implement a minimum housing investment programme of major works of £326m to ensure that the council's homes meet the Government's Decent Homes Standard by March 2016	£58.1 million £68m (provisional as 11/12 spend being finalised)

Key objective		2012/13 targets
2	Deliver the leaseholder audit action plan	To be deleted as all actions to be completed by first quarter 2012/13
3	Bill all those who are liable for service charges for major works to their properties fairly, and in a timely manner, explaining the charges clearly to them.	Capital billing = £6.5m; Capital arrears = £7.4m
4	% satisfaction with overall repairs service (Source: Monthly telephone surveys)	77% 90%
5	Repairs completed right first time (Source: Monthly telephone surveys)	72% 90%
6	Implement the recommendations from the Overview and Scrutiny Committee housing repairs key performance indicators review of Feb 2011	Objective to be completed by first quarter of 2012/13.
7	Implementation of the end to end review of repairs	Two actions to be completed in Q1 2012/13 Six remaining actions completed by March 2013
8	Expand on newly developed Local Offers and review annually	Objective has been achieved.
9	Deliver Housing Revenue Account savings identified over three years	£6.4m £6.2m (6.2% of 'budget for cuts')
10	Average void turnaround times in calendar days	21 calendar days 24 days
11	Number of illegally occupied properties recovered annually	275 300
12	Number of empty private homes brought back into use	150 135
13	Minimise number of accepted households in Temporary Accommodation	<750 (at 31/03/13) <775 at 31/03/13

Key objective		2012/13 targets
14	% overall satisfaction with landlord services (Source: in-house composite survey)	72%
15	% satisfied with the opportunity for participation in decision making (Source: in-house composite survey)	57%
16	Delivery of revised Resident Involvement (RI) strategy	By Nov 12
17	Publication of register of fire risk assessments (FRAs) register online	April 2012 & October 2012
18	Review policy on re-housing residents who need to move due to major regeneration projects	This objective to be replaced with 'review of council's housing lettings policy' (as below).
18	Review of council's housing lettings policy	By December 2012
19a	*EQUALITY OBJECTIVE* Work in partnership to provide support and increased access to services for targeted groups: Increase the homelessness prevention rate for 16 and 17 year olds by introducing an Integrated Youth Team based at the Housing Assessment & Support Service	68%
19b	Work in partnership to provide support and increased access to services for targeted groups: Reduce potential discrimination to faith groups by introducing a version of the Home Purchase Grant scheme that is complementary of existing Sharia compliant financial products.	Baseline and target to be set up for 2013/14

Transport, Environment and Recycling

Key objective		2012/13 targets
1	Maintain the standard of our streets (% of streets and highways inspected as having unacceptable levels of litter and detritus)	Litter 7%, Detritus 10%

Key objective		2012/13 targets
2	Maintain our resident satisfaction with street cleanliness	87%
3	Improve the cost of street cleanliness per head of population	£26.82
4	Maintain our resident satisfaction with parks and open spaces, street lighting, and roads condition	Parks = 83%, Lighting = 84%, Roads = 53%
5	Improve recycling collection rate	34%
6	Increase the amount of waste diverted from landfill	83%
7	Reduce the cost of recycling per tonne	Propose to change this indicator to 'Cost of refuse collection per head of population' for 2012/13
8	Maintain the very low rate of missed collections	0.02%
9	Reduce carbon emissions from Council operations	36,000 tonnes
10	Reduce carbon emissions and NOx pollution from five Southwark housing estates by connecting to new heat network from SELCHP	Sign contract and construction of heat network
11	Increased numbers of big emitters working with us to reduce carbon	70 members
12	Phase one of Burgess Park improvements completed by March 2012.	July 2012
13	Increase the biodiversity of Southwark's green spaces.	81%
14	Reduce the cost per hectare of managing parks by 20 per cent over three years.	Propose to remove this indicator for 2012/13. To be confirmed.
15	Burial capacity within Southwark's cemeteries.	Indicator to be replaced by a customer satisfaction measure for 2012/13.

Key objective		2012/13 targets
16	Increase the level of street trading and markets across the borough (% of occupied pitches)	67%
17	Reduce the level of successful appeals against parking penalties to that of the best performing London boroughs.	44%
18	Increase the percentage of parking fines recovered to that of the best performing London boroughs.	68%
19	Increase the number of highway and lighting repairs carried out within 24 hours by 20% over three years.	Indicator to be developed for 2012/13 to 'percentage of works completed on time'
20	Reduction in the number of children being driven to school.	1% percentage point reduction.
21	A 5 per cent increase in the number of children receiving cyclist training in 2012/13 from the previous year.	900
22	A 5 per cent increase in the number of adults receiving cyclist training in 2012/13 from the previous year.	667
23	Increase the length of "Bikeability Level 1 cycle routes" in the borough by 10 per cent over the next five years.	58.5km
24	*EQUALITY OBJECTIVE* Increase recycling rates in low compliance hotspot areas across the borough.	5% increase in participation from baseline Baseline to be calculated in the first six months of 12/13

Culture, Leisure, Sport and the Olympics

Key objective		2012-13 targets
1	Increase public satisfaction with libraries (satisfaction by users of the libraries service)	94%

Key objective		2012-13 targets
2	Increase public satisfaction with leisure centres (satisfaction by users of leisure services)	93%
14	New objective - Increase the average number of visits to leisure centres per head of population.	To be confirmed mid June 2012.
3	Increase the average number of visits to libraries per head of population	8
4	Increase the number of items issued by our libraries	1,738,000
5	Sustain course completion rates of adult learners	80%
6	Reduce the cost per visit for libraries	£2.45
7	Reduce the cost per visit for leisure	£2.30
8	Improve participation rates in cultural activities - Arts participation	Objective to be removed for 2012/13 as Active People Survey discontinued.
9	Improve participation rates in cultural activities - Museums and galleries participation	Objective to be removed for 2012/13 as Active People Survey discontinued.
10	Invest capital in our leisure provision	£12 million
11	External funding achieved for culture, libraries, learning and leisure	£150,000
12	*EQUALITY OBJECTIVE* Increase the take up of library services by diverse communities and deliver the action plan arising from the libraries review. Monitoring usage by age, gender, disability and ethnicity.	To maintain current levels of use by demographic groups at libraries with new opening hours.

Key objective		2012-13 targets
13	*EQUALITY OBJECTIVE* Increase the take up of refurbished leisure centres by diverse communities and monitor usage by age, gender, disability and ethnicity.	Baseline to be developed from the following 2011/12 outturns Over 60's 59,140 Age 11-19 122,406 BME 274,517 People with disabilities 38,606 Low income 141,578 Looked after children 679

Health and Adult Social Care

Key objective		2012/13 targets
1	Maximise people's choice and control through the provision of personal budgets	90 per cent of eligible service users hold a personal budget (excludes people who would not be expected to receive a budget, for example, short-term reablement clients, people receiving one-off simple services and residential care users). Target relating to the direct payment of personal budgets will be set taking into account national benchmarking information due to be released on 11/12 data
2	Reduce the charges for meals on wheels by 50%	26% cumulative reduction
3	Provide effective support for people to live in their own homes and shift the balance of care away from residential care: measured by reduced permanent admissions to care homes	5 per cent reduction per annum in care home admissions (compared to 2011/12 outturn)
4	*EQUALITY OBJECTIVE* Supporting vulnerable people to live independent, safe and healthy lives by giving them more choice and control of their care - Increase the proportion of people with learning disabilities who are supported to live at home, measured by "% in settled accommodation" indicator	70 per cent

Key objective		2012/13 targets
5	Ensure there are sensible safeguards against the risk of abuse or neglect	Outcomes Framework User Survey – maintain top quartile position. Completed referrals as a percentage of all referrals (new local target for 2012/13 in absence of national effectiveness measure) 70% (base line 10/11 63%)
6	Expand re-ablement services, which provide cost effective short term support, to restore people's independence wherever possible	1,200 Measure around the long term effectiveness of reablement services to be developed in 2012/13.
7	Redesign supported housing services to secure greater value for money and support independence	Complete remaining call off tenders for Mental Health and Homelessness by September 2012 Supported Housing Strategy to be informed by Corporate Strategic Review of Homelessness Services and finalised / agreed by September 2012 Agree with Lewisham, Lambeth and Bromley approach to renewing Framework Agreement by January 2013
8	Transform day services to allow a more personalised and outcome focused approach.	Learning Disabilities: Review of all clients receiving day and community services to personalise their care and support and move away from block contracting arrangements for day opportunities. Complete 175 reviews by January 2013 Older People: Review all users of in house day centres (Fred Francis and Southwark Park Rd) to ensure a personalised approach is implemented. Reviews to complete by September 2012 Identify location for centre of excellence for Older People day services and agree development plan Mental health: Review all existing day centre users by the end of July 2012
9	Deliver our Charter of Rights for all service users	The objective to implement a Charter of Rights has been achieved.

Key objective		2012/13 targets
10	Provide a dedicated telephone response for all queries about help for older and vulnerable people and their carers, including information about universal access and voluntary sector services.	The Access and Information Team and a single dedicated number will roll out services to the remaining adult social care groups i.e. Occupational; Therapy, Physical Disability and Learning Disability. The launch of the new service is now planned for Quarter 3 when service co-location can be fully achieved on the Queens Road site.
11	*EQUALITY OBJECTIVE* To provide support for carers that is tailored to meet individuals' needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring, while enabling the person they support to be a full and equal citizen. This will be done by:	
	Improving the experience of all carers in the support they receive from the council as measured by year on year improvements in the outcome measures derived from the national carers' survey.	Target to be developed when local and national Carer Survey results available
	Increasing the numbers of Carers receiving needs assessments or review and a specific carer's service or advice and information, expressed as a % of community service users".	36%

Regeneration and Corporate Strategy

- Regeneration

Key Objective		2012/13 targets
1	Regenerating the Aylesbury estate and building the first new family homes - building the first homes and a resource centre on four sites (A -D) as part of phase 1a of the estate regeneration programme.	<p>Q4 - First development site complete (site bounded by Westmorland Road, Albany Road, Red Lion Row, Boudary Lane and Bradenham Close) - total 261 units.</p> <p>Q3 - Commencing partner selection for Bradenham, Arklow, Chartridge and Chiltern.</p> <p>Q1 - Partner appointed for 1-59 Wolverton located on corner of East Street and Thurlow Street..</p>

Key Objective		2012/13 targets
2	Progressing the Elephant and Castle area regeneration.	Summer 2012 - commence the enabling works for the second phase of the demolition of the Heygate Estate.
		March 2012 - Supplementary Planning Document. Spring 2012 - Core Area planning application submitted. Autumn 2012 - Secure Planning consent for new Leisure Centre.
		Spring 2012 - Core Area planning application submitted.
		Spring 2012 - Supplementary Planning Document.
		Autumn 2012 - Secure planning consent for new leisure centre Summer 2012 - Close and commence demolition of the existing leisure centre
		Planning application on Stead Street 2012/13.
3	Rotherhithe/Canada Water	Maple Quays (Site A) total units 220 (146 private, 74 affordable).
		NEW TARGET- Quebec Way Industrial Estate - Establish programme for delivery of new homes
		NEW TARGET Submission of planning applications for site C (Decathlon site)
		NEW TARGET Harmsworth Quays Q3 – agree preferred option for the future use of the Harmsworth Quays site. Q3 – develop strategy for the disposal of the council's freehold of Harmsworth Quays.
		NEW TARGET Establish programme for delivery of extension.
		NEW TARGET Q1 – plaza completion
		Q1 - Commence Harmsworth Quay master plan development. Q2 - Submission of planning applications for sites C&E. Q3 - Albion St consultation and complete the feasibility study. Q3 - Commence consultation of revised area action plan.
4	Bermondsey Spa	Q1 - 19 Spa Road – planning application to be submitted. Q2 - Site C5 (Grange Walk) Notting Hill - Demolitions complete and building underway.

Key Objective		2012/13 targets
		Q2 - Site G Spa Rd - completed and relocation of tenants Q2 Site B Alscot Rd - proceed with disposal. Q4 - Sites C2 and C4 - to market for disposal Dockley Road Industrial Estate - Progress development of site.
8	Revitalising the local retail economy by improving local shopping centres across the borough.	Programme completed and assessment undertaken
11	Camberwell: improving the town centre as a place to live, work and do business through better co-ordination of regeneration activity and Council service delivery	Thamesreach Academy opens - April 2012. Start of modelling and design work for Camberwell town centre improvements
12	Housing regeneration and renewal in east Peckham and Nunhead 2011/12	Works continue in Peckham and environmental improvements commence in Nunhead. NEW TARGET Outer London Fund funded improvements to Nunhead commence on site including lighting and shop front improvements.
13	Bringing high quality, new homes to the Wooddene and Elmington sites	Submit planning application Sept 2012
		NEW TARGET December 2012 - start on site
		Elmington phase 3, submit planning and delivery. NEW TARGET Final submissions from shortlisted developers submitted Jun 2012.
14	Regenerate the housing estates that are most in need of investment.	NEW TARGET Update report scheduled for July 2012 Cabinet, for tenants' option to return and contractor procurement strategy. Progress re-housing and leaseholder acquisition at Maydew House.
		To be agreed - pending consultation. ((Update report scheduled for Jul '12 Cabinet. Potentially no further involvement for HRI)
15	Providing more affordable homes across the borough to improve access to housing locally.	600 additional affordable homes (% of new homes built to be added).
		NEW TARGET: 2012/13 target for 1,000 new council homes to be added.

- Planning

Key Objective		2012/13 targets
6	To sustain performance on planning applications processed on time at a minimum of 75 per cent.	NEW TARGET: Separate targets for major, minor and other applications to be developed.
7	To be an effective statutory planning authority, ensuring that breaches of planning regulations are resolved within a timely manner.	To implement a system that will enable us to monitor the time it takes to make a decision on enforcement investigations. From Sept 2012 - A decision taken on proposed action on all valid enforcement investigations within eight weeks. -
9	Investing in smaller regeneration schemes that will make the borough a better place to live, work and visit	NEW TARGET Consultation on preferred options for Harmsworth Quays
		NEW TARGET Consultation on preliminary and draft Community Infrastructure Levy schedules
		NEW TARGET Consultation on a revised draft to be confirmed.
		NEW TARGET Consultation on the final draft of the AAP
10	Strengthening local area plans in Elephant and Castle, Dulwich, London Bridge, Borough and Bankside and Camberwell through improved supplementary planning documents	NEW TARGET Further consultation and adoption following the NHS Southwark review of health facilities in the area.
		NEW TARGET Prepare the opportunity area planning framework/supplementary planning
		NEW TARGET Consultation on Camberwell supplementary planning document.
16	Bringing additional homes to the borough by working with local developers and housing providers.	1,450 net new homes in 2012/13.

Communities and Economic Development

- Communities (objectives previously under Equalities and Community Engagement portfolio)

Key objective		2012-13 targets
1	Progress towards implementing the recommendations of the Democracy Commission	Implement Community Council Changes – new Community Councils to be in place by June 2012.
2	*EQUALITY OBJECTIVE* Maintain the high percentage of local people who think that Southwark is a place where people from different backgrounds get on well together	80% net agree
3	Once the details of the public sector equality duty are confirmed by national government, we will set measurable equality objectives in line with the requirements of the duty.	Objective now complete. In April 2012 Cabinet agreed a series of equality objectives for inclusion in the Council Plan performance schedules.
4	Implement the recommendations of the Voluntary and Community Sector Commissioning Task and Finish Group once they are published	
4a	Commissioning arrangements in place and clearly set out for 2012/13 and 2013/14	Grants handbook complete by December 2012 Sharing of needs assessments takes place across programmes to identify where joint commissioning can take place. Subject to results of the pilot VCS approved list is in place and in use
4b	Internal Council systems changed to deliver more effective commissioning processes	Revision of Grants handbook by December 2012 List of all council VCS funding is published.
4c	Establish the feasibility of an approved list of VCS providers	Subject to results of the pilot VCS approved list is in place and in use
4d	Commissioners understand the commissioning journey/options and distinction between grant and contract	Training programme for commissioners is in place and completed by all commissioners.
4e	Monitoring is proportionate, consistent across departments, avoids duplication and is reviewed.	Target for 2012/13 to be confirmed.
5	Maintain the influence that we have on the success of local Voluntary and Community Sector organisations despite the challenging budgetary situation, as measured through the National Survey of Third	15% of third sector organisations rate local statutory bodies as having a very positive or positive influence on their success – Note this is a bi-annual survey due again in 2013-2014

Key objective		2012-13 targets
	Sector Organisations or by Community Action Southwark.	
6	Reduce transactional costs for the council and the Voluntary and Community Sector so that we are not imposing unnecessary burdens on the council or the sector.	CAS annual survey to establish a baseline of % of organisations satisfied with our commissioning and monitoring processes.
7	Agree a volunteering strategy and implement the action plan set out in the strategy	Evaluation of the 2012 Volunteering Strategy and renewal of the strategy so as to maintain the volunteering legacy in Southwark over the long term.
8	Maintain the extent to which local people feel involved in decisions the council makes	7% net agree
9	*EQUALITY OBJECTIVE* To improve the involvement of our diverse communities in the decision-making processes of the Council.	Baseline data to be compiled by September 2012. Target to be developed in September 2012.
10	*EQUALITY OBJECTIVE* To continue to strengthen our engagement work with new and emerging communities in Southwark.	Baseline data to be compiled by September 2012. Target to be developed in September 2012.

- Economic Development (objectives previously under Regeneration and Corporate Strategy portfolio)

Key Objective		2012/13 targets
5	Maximising the benefit of major regeneration schemes - working with developers to get the best possible result by helping people into work and supporting local businesses	<p>NEW TARGETS</p> <p>Q1 - Negotiations to take place following submission of detailed planning application by Lend Lease for Heygate site. Ratification of proposal by Planning Committee, followed by project start.</p> <p>Q1 – Lend Lease to submit planning application for vacant site</p> <p>Q3 - Facility to open</p> <p>Targets to be added on S106. Range of employment project starts following release of S106 revenue.</p>

Key Objective		2012/13 targets
17	Employment: commissioning support to help residents into training and jobs.	NEW TARGETS Commissioned Employment Support: Targets for 2012/13 increased 20% pro rata and based on six month extension contracts: Job outputs: 152 Jobs sustained after 13 weeks: 124 Jobs sustained after 26 weeks: 102
18	Increase Southwark's employment rate and bring it up towards the average for London. The employment rate is the proportion of the working age population in employment.	Target for 2012/13 to be calculated based on the London average for 2011/12.
19	Enterprise: commissioning support for business start-ups and promoting business survival and growth through the recession.	Targets to be considered following review of the council's Economic Development Strategy.
20	Building London Creating Futures: commissioning construction employment and skills activity to help residents into training and jobs.	NEW TARGET 155 people to access and sustain construction-related employment for at least 26 weeks.
21	<u>NEW OBJECTIVE</u> *EQUALITY OBJECTIVE* Bringing full access to the benefits and opportunities of regeneration to all the people of Southwark measured by: Commissioned employment support targeting borough residents furthest from the labour market.	Commissioned Employment Support: 20 per cent increase in into jobs baseline pro rata. Protected characteristic targets to be assessed. For six months contracts Black and minority ethnic = 160 Lone parents = 64 People with disabilities = 95 Women = 317 Low skill = 111
	Bringing full access to the benefits and opportunities of regeneration to all the people of Southwark measured by: Directing the benefits of development and regeneration to borough residents through Section 106-funded employment support.	S106 projected spend for 2012-13 not yet known. Target to be developed as section 106 agreed.

Community Safety

Key objective		2012/13 targets
1	Increase the percentage of people who feel safe walking alone after dark	Maintain at 12/13 levels
2	Reduce violent crime, including serious violence	-2% reduction
3	Increase in public confidence in the council and police in tackling antisocial behaviour, measured by response to: "The police and local council are dealing with the ASB and crime issues that matter in the area" in the police attitude survey.	56%
4	Increase the average number of detections of crime per CCTV camera	15% increase in CCTV detections compared to 11/12
5	Improve the effectiveness of drug treatment services in the borough - increase the number of adults leaving treatment in a planned way	234
6	Increase the proportion of premises that comply with environmental health and trading standards regulations	83%
7	Value for money through effective partnership working in reducing violence, by using the financial information provided by the Home Office economic cost of crime survey	-2% reduction
8	Using value for money as a tool to access the most cost effective crime prevention initiatives as part of our problem solving approach (measure to be confirmed)	Objective to be removed – value for money measured through Objective 7 above.
9	*EQUALITY OBJECTIVE* To improve access to domestic violence services to the community.	Establish a baseline for the number of people accessing the commissioned domestic abuse service according to gender and ethnicity Once the baseline has been established, we will develop targeted indicators for 2013/14 onwards based on any identified disproportionalities e.g targeting of awareness raising activity .

Finance & Resources

Key objective		2012-13 targets
1	Contain Council tax increases within inflation in line with the Medium Term Resources Strategy	0%
2	Deliver a balanced revenue budget	Actual spend to be no greater than 1% above or more than 1.75% below balanced budget
3	Deliver a balanced capital programme	The capital programme covers a ten year period, for which one year targets are not the most appropriate measure of achievement.
4	Improve council tax collection rate (%)	94.5% £92.8m
5	Improve national non domestic rates (NNDR) collection rate (%)	98% £209.9m
6	Reduction in all debt owing to the Council	1% reduction – figures tbc and to be split between General Fund and Housing Revenue Account
7	To target an increase in general fund balances to £20m and maintain that level in line with similar London authorities	£20m
8	To have a fully funded capital and housing investment programme in place that is profiled and annually reviewed.	Fully funded capital and housing investment programme in place.
9	Generate capital receipts for the housing revenue account and general fund (commercial property holding account)	Corporate resources: £10m HRA; £34.5m general fund – revised figures tbc
10	Maintain an active anti fraud and internal audit programme of delivery that achieves cost reduction through an annual savings target for the Council	Reactive fraud recovery £500k; Proactive fraud recovery £50k; number of sanctions 150

Key objective		2012-13 targets
11	Ensure all our staff are in fit for purpose, suitable office accommodation	Open a new shared operational facility at Queens Road Complete procurement for Queens Road 2 design and build Provide vacant possession at 17 and 19 Spa Road and Southwark Town Hall, ensuring technology dependencies are re-provided Provide new customer access point at 11 Market Place, SE16
12	Reduce the unit cost of customer contact by encouraging residents to access the Council through online services and improving the efficiency of delivery of Council services	To be confirmed – measure to look at cost per transaction.
13	We will develop a customer experience strategy to ensure our services provide good quality customer care	By July 2012
14	To be fully compliant with all statutory regulations with regard to the government's openness and transparency agenda	Council fully compliant with all statutory regulations.
15	*EQUALITY OBJECTIVE* Develop scope for income collection/client payment by telephone and internet, which supports the move away from cash offices whilst helping disabled and vulnerable groups access services remotely.	80%

Item No. 9.	Classification: Open	Date: 19 June 2012	Meeting Name: Cabinet
Report title:		Support for Parents and Carers of Disabled Children and Young People – Scrutiny report	
Ward(s) or groups affected:		All	
From:		Education and Children's Services Scrutiny Sub-Committee	

RECOMMENDATION

1. That the cabinet notes the recommendations of the Review of Support for Parents and Carers of Disabled Children and Young People by the education and children's services scrutiny sub-committee (attached as Appendix A to this report), and asks Councillor Dora Dixon-Fyle cabinet member for children's services to bring back a report to cabinet, in order to respond to the overview and scrutiny committee by the 25 September 2012 cabinet meeting.

BACKGROUND INFORMATION

2. This is the final report on the review of support for parents and carers of disabled children and young people. The education and children's services scrutiny sub-committee initiated this review in June 2011. The recommendations to the cabinet focus on how the council can support parents and carers, so that they in turn can have a better quality of life and be in the best position possible to parent their disabled children, look after their wider family and participate in community life.
3. The sub-committee's focus was a result of the sub-committee's interest in evidence which indicated that supporting parents had a major positive impact on their children's wellbeing and educational attainment. This review is part of a series of reviews looking at parental support.
4. There are approximately 2500 children and young people with a disability and/or additional need in the borough; of these around 180 children receive a service through social care. Families with disabled children experience significant economic deprivation and social isolation.

SUMMARY OF RECOMMENDATIONS

5. There are 18 recommendations; detail below:

Recommendation 1

Improve the accessibility of universal services by developing and promoting disability awareness training for staff in Southwark's sports and leisure facilities; such as libraries, museums, swimming pools and parks. Ensure this includes training on meeting the needs of hearing and visually impaired children and children with autism.

Recommendation 2

Encourage sports and leisure facilities to increase the accessibility of mainstream services and provide special sessions suitable for disabled children and young people.

Recommendation 3

Take forward the Short Break work plan.

Recommendation 4

Evaluate the services in place to support parents and carers of disabled children over the age of 5; particularly recognising the evidence received of the additional stresses that families experience when young people reach adolescence and in times of transition.

Recommendation 5

Where resources allow provide additional services and support for children and young people with autism; particularly those with challenging behaviour or ADHD and for children under 8.

Recommendation 6

Keep Southwark Council's Disability Register updated and set up a dialogue with partners on protocols to share data in ways that are transparent, lawful and that will assist families and partner organisations supporting families.

Recommendation 7

Explore how the council can do data sharing better and more sensitively. Particularly look at the request that social workers take into account information available from health practitioners when making assessments of children and families.

Recommendation 8

Guarantee that all children will receive an assessment by social and educational services if referred by a professional. Undertake these as early as possible in recognition of the importance of timely support.

Recommendation 9

Provide clear advice and support to parents and carers on their rights; through publications and support organisations.

Recommendation 10

Ensure that statements of special educational need are adhered to.

Recommendation 11

Ensure that the Common Assessment Framework (CAF) enables organisations to support families of disabled children, that there are no unnecessary barriers and that the CAF acts as a collaborative system for statutory and voluntary services to identify and support families in need.

Recommendation 12

Ensure assessments and consultations take into account parents' and carers' responsibilities for other children or work commitments, particularly when taking decisions about the services and support these families should receive.

Recommendation 13

Promote provision for parents of disabled children to find meaningful employment, whilst also fulfilling their caring responsibilities. Parents recommended a pilot developed by the London Borough of Wandsworth (see appendix 2).

Recommendation 14

Provide families with information on statutory, community and generic services available through events, publications and support organisations.

Recommendation 15

Work with all schools to promote better relationships and communication between home and school for families of disabled children and young people.

Recommendation 16

Improve consultation and engagement by:

- Ensuring that results of consultations are shared; wherever possible explain why some requests cannot be honoured.
- Offering various methods to collect feedback (i.e. face to face consultation, questionnaire, electronic survey, telephone survey)
- Providing opportunities for parents to participate in the strategic planning of services wherever possible.
- Using robust methods to engage children and young people and include their views.

Recommendation 17

Value parents as a resource and the power of peer support; particularly in times of scarce financial resources.

Recommendation 18

Commission contracts for as long as reasonably possible.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education and children's services scrutiny sub-committee Agendas	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514

APPENDICES

No.	Title
Appendix A	Report of the education and children's services scrutiny sub-committee - Support for Parents and Carers of Disabled Children and Young People. Appendices 1 & 2 of this document are available on the council's website: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&Mid=4244&Ver=4

AUDIT TRAIL

Lead Officer	Shelley Burke, Head of Overview & Scrutiny	
Report Author	Julie Timbrell, Scrutiny Project Manager	
Version	Final	
Dated	29 May 2012	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	N/a	N/a
Finance Director	N/a	N/a
Chief Officers	N/a	N/a
Cabinet Member	N/a	N/a
Date final report sent to Constitutional Team	29 May 2012	

APPENDIX A

**Support for Parents and Carers of
Disabled Children and Young
People**

Report of the Education and Children's
Services Scrutiny Sub-Committee

May 2012



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	(available to view on the council's website)	
	http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4244&Ver=4	

1 Introduction and background

- 1.1 The review's focus was a result of the sub-committee's interest in evidence which indicated that supporting parents had a major positive impact on their children's wellbeing and educational attainment. In the administrative year 2009/10 the previous sub-committee had produced a report on the importance of parental involvement in children's education. This concluded that there should be an emphasis on enabling parents to have the skills, knowledge and confidence to help their children as evidence indicated that this would lead to a big impact on their children's ability to perform well educationally.
- 1.2 The sub-committee produced a report in 2010/11 focusing on support for parents during school admissions. Alongside this review the sub-committee is also looking at a volunteer programme developed by CSV which has demonstrated success in supporting parents in challenging situations, including addressing child protection issues, by using mentors to support parents. This will be the subject of a separate report.
- 1.3 This report is focused on the best way the council can support parents and carers, so that they in turn can have a better quality of life and be in the best position possible to parent their disabled children, look after their wider family and participate to community life. Given the focus of the review the sub-committee prioritised evidence from parents and carers, organisations supporting families and evidence from council officers.

2 Methodology

Call for Evidence

- 2.1 The sub-committee put a call out for evidence from parents and carers and voluntary organisations that work with parents and carers of disabled children asking for comment on the following issues in particular:
 - Experiences as a service user
 - Practical and financial resources available
 - How skilled and informed they felt
 - Parenting
 - Caring
 - Maintaining family life
 - Employment and childcare
 - Physical and emotional well-being

Organisations that support families of disabled children and young people

- 2.2 The sub-committee received evidence from two organisations that work in Southwark to support families; Contact a Family and Southwark Parent Carers Council (SPPC).

Contact a Family

- 2.3 Contact a Family is a national charity with a branch in Southwark that exists to support the families of disabled children whatever their condition or disability. They work with families; often at a time of crisis.

Southwark Parent Carers Council (SPCC)

- 2.4 The Parent Carer Council is peer led and their objectives are to positively change and enhance the lives of disabled children, young people and their families by working collaboratively with partners in Health, Education and Social Care, and to ensure parent carers' participation.

Parents and carers

- 2.5 The review received evidence from six families through a combination of written submissions and verbal evidence taken at meetings.

Council officers

- 2.6 The sub-committee received several reports from Southwark Council children's services officers including:
- Comprehensive consultation reports on Short Breaks which took detailed evidence from a range of partners;
 - Officer response to evidence received from family support organisations and parents

3 Context

Numbers of disabled children and young people in Southwark

- 3.1 The sub-committee received evidence of work done previously by Contact a Family and the SPCC to identify the number of children and young people with a disability and/or additional need and their parent carers.

3.2 Borough wide they estimate that there are approximately 2500 children and young people with a disability and/or additional need in the borough. Of these:

- Approximately 1500 children have a statement of special educational need
- Approximately 450 children are on the disability register
- Approximately 180 children receive a service through social care

Families in touch with Contact a Family or Southwark Parent Carer Council and demographic information

3.3 Contact a Family and Southwark Parent Carer Council also submitted data on the numbers of families they are engaged with:

- There are approximately 590 families registered with Contact a Family in the borough
- There are approximately 240 families registered with SPCC

3.3 Of the families registered with Contact a Family:

- About half have a child on the autistic spectrum
- About half consider their ethnicity to be Black British, Black African, Black Other
- About one third have a child under 5, another third have a child aged 6 – 11 and the remainder have a child aged 12 – 19

Recession, austerity and budget reductions

3.4 Local Government funding from central government has been reduced, and this has led to budget reductions across all sectors. The draft budget report to the overview and scrutiny committee of 13 December 2011 set out that “during 2011/12 £5.763m of savings have been achieved. When the significant reductions in government grants for children’s services are taken into account around £12m has been taken out of the budget. For 2012/13 the Children’s Services budget is proposed to be £86.4m. The total savings and commitments for the department remain unchanged from those agreed at council assembly in February 2011.”

3.5 Contact a Family reported that they have experienced financial cuts of 25%, and that they are waiting to hear what will happen after April 2012. SPCC recently lost their worker because of budget reductions. The evidence received from these organisations considered both the effects of organisational budget reductions and how they were seeking to adapt, alongside recommendations on the best way to deliver council services and support families given shrinking funds.

The impact of the recession and austerity on families

- 3.6 National Contact a Family have produced a report called Counting the Costs 2010.
- 3.7 Key findings from a survey of over 1,100 families with disabled children found:
- Almost a quarter are going without heating (23%). Up from 16% in 2008.
 - One in seven (14%) are going without food. Down from 16% in 2008.
 - More than half have borrowed money from family or friends (51%) to keep financially afloat or pay for essentials, such as food and heating. (42% in 2008)
 - More than 40% have applied for a charity grant. Up from 25% in 2008.
 - Almost three quarters (73%) are going without days out and leisure time with the family. Up from 55% in 2008.
 - Almost 90 % said that financial worries had a detrimental impact on their family life.

The full report can be found here:
www.cafamily.org.uk/pdfs/CountingtheCosts2010.pdf

National research on the needs of families and the outcomes carers would like from social care provision

- 3.8 Contact a Family have produced a national report titled “What makes my family stronger “. Key findings of the report are:
- Almost 70% of families with disabled children said that understanding and acceptance of disability from their community or society is poor or unsatisfactory.
 - Over 60% of families said they don't feel listened to by professionals.
 - Vital support services such as short breaks, a key worker and childcare are unavailable to almost half of families.
 - Over 60% of families said they don't feel valued by society in their role as carers.
 - Half of families with disabled children said the opportunity to enjoy play and leisure together is poor or unsatisfactory.

The full report can be found here: www.cafamily.org.uk/pdfs/wmmfs.pdf

- 3.9 The Social Policy Research Unit at York University published a report which is an easy introduction to the range of outcomes that carers would like to achieve from social care services. These include:

- A life/identity of their own, over and above their role as parents/carers
- Having control over their life
- Spending 'quality' time with the person receiving support, over and above care-giving activities
- Maintaining physical and emotional well-being
- Having adequate resources
- Feeling skilled and informed
- Maintaining family life
- Service process outcomes relating to positive relationships with professionals and working in partnership with services

The full report can be found at:

<http://www.york.ac.uk/inst/spru/pubs/pdf/Outcomes.pdf>

4 Findings and recommendations

Fairer access to universal services

- 4.1 In their evidence to the sub-committee SPCC reported that families understand that specialised services are under pressure so their recommendation was to improve universal services. They pointed out that only a small proportion, around 180 out of 2500 children with disabilities, receive a specialised service from the council so accessible universal services are therefore crucial to enable the majority of families to be included in community life. They reported that too often families are met with an attitude that is not helpful. Social isolation is a big issue for many families. They reported that families want to be included, and for their child to be included.
- 4.2 Contact a Family also highlighted this issue and they included evidence on their inclusion programme which offers a range of family inclusive activities to introduce families to new experiences. Many of these are within the borough and most are universal. Contact a Family's aim is to support families to enjoy activities which can be repeated independently. Examples gave included using local parks and libraries, taster sessions and courses at local swimming pools, and exploring local museums. Contact a Family also offers information and training to other settings and agencies to support staff to be inclusive in their practice.
- 4.3 Council officers acknowledged that families want fairer access to universal services and detailed work they are doing to meet some of that need through the Short Breaks programme. Evidence taken from the Short Break consultation indicated that universal settings in particular need to be more inclusive with the up skilling of frontline staff to better support

disabled children and young people. The evidence identified there was a particular need to ensure hearing and visually impaired children and young people are included in service provision and access to activities, as these groups are often isolated. More sports clubs have been requested by families and children, but it was noted that the disability sports programme is no longer available. There was a particular interest in swimming including disability swim sessions. Parents have also requested activities for girls supervised by female staff. Different kinds of activities to meet different needs (i.e. swimming classes delivered at different levels of ability) were also proposed.

Recommendation 1

Improve the accessibility of universal services by developing and promoting disability awareness training for staff in Southwark's sports and leisure facilities; such as libraries, museums, swimming pools and parks. Ensure this includes training on meeting the needs of hearing and visually impaired children and children with autism.

Recommendation 2

Encourage sports and leisure facilities to increase the accessibility of mainstream services and provide special sessions suitable for disabled children and young people.

Short Breaks

- 4.4 Evidence received from family support organisations and parents indicated that families would like to have regular breaks from their normal routine. They want good quality and meaningful experiences for their child and they want a chance to recharge their own batteries. The council has done an extensive consultation on this and Appendix 1 is attached: Shaping Future Service Delivery – stakeholder proposals. The recent Short Breaks services statement highlights the wide range of universal support already available, and is helping to promote the local offer to families and to identify gaps which services are working to fill.

Recommendation 3

Take forward the Short Break work plan.

The type of cuts being made, with a focus on under 5's rather than teenagers

- 4.5 Contact a Family reported that they work with families; often at a time of crisis. They reported that this is often before a diagnosis has been received as this is frequently a time of particular uncertainty and stress for parents. However, the service reported that families often also need particular support around times of transition, for example moving into school or college. Contact a Family reported that because of budget reductions officers were emphasising service provision for families of the under 5's, however their organisational experience is that there are just as many problems when a child enters puberty and becomes physically and sexually mature. Concern was raised that services often drop off during this challenging time. In Contact a Family's organisational view limiting services to under 5's is not a good idea.

Recommendation 4

Evaluate the services in place to support parents and carers of disabled children over the age of 5; particularly recognising the evidence received of the additional stresses that families experience when young people reach adolescence and in times of transition .

Autistic children and young people

- 4.6 The evidence from SPCC highlighted what they termed as the "massive prevalence of autism". Many of the parents giving evidence had a child or children on the autistic spectrum. The Short Breaks scheme indicated that there is a need for increased service provision for children and young people on the Autistic Spectrum. This report noted that children on the Autistic Spectrum often slip through the net as they may not qualify for mainstream and/or specialist services.
- 4.7 Children and young people with dual diagnosis of ADHD and Autistic Spectrum Disorder are particularly vulnerable as they require one to one support to access services which required funding. Children and young people on the Autistic Spectrum with challenging behaviour are often hard to place, especially for overnight stays and respite care. The report recommended more suitable provision for these children, including enhanced training for carers. The evidence indicated that more provision is needed for children under 8 diagnosed with Autism, in particular.

Recommendation 5

Where resources allow provide additional services and support for children and young people with autism; particularly those with challenging behaviour or ADHD and for children under 8

Data registration

- 4.8 Parents and family support organisations said that they thought it was really important that the disability register was kept updated, even if families do not receive formal services. Parents and family support organisations emphasised that early help is much better and data registers could help with this. Better data recording would also give more accurate information as disabled children and young people could be on various data records because of a medical condition, having a statement of special educational need, being on Southwark's disability register, being in receipt of social care through a eligibility assessment etc. The evidence indicated that these data sets do not always relate to each other in clear and functional ways.

Recommendation 6

Keep Southwark's Council Disability Register updated and set up a dialogue with partners on protocols to share data in ways that are transparent, lawful and that will assist families and partner organisations supporting families.

How well medical and social care is integrated and communication with families

- 4.9 Parents complained that they have to tell services the same thing again and again, which is frustrating and dehumanising. They requested that the sub-committee think about how the council can do data sharing better and more sensitively. A parent spoke about her experience; explaining that her child was referred to social workers by a medical professional, but the social workers were not particularly interested in the medical diagnosis and this meant that, despite the referral, she did not receive the assessment she needed. Parents spoke about the tension between the medical and social work teams, and the respective conceptual models that they used. Parents said that professionals from Health and Social Care teams do not have access to their respective records, even if they are co-located in places such as Sunshine House.

Recommendation 7

Explore how the council can do data sharing better and more sensitively. Particularly look at the request that social workers take into account information available from health practitioners when making assessments of children and families.

Assessment for services

- 4.9 Parents spoke of the delays they had experienced in getting an assessment from the disabilities/complex needs team (social care) and the Special Educational Needs (SEN) section. Parents found this difficult to understand, particularly if an assessment had been recommended by the health service. A parent complained about delays from the SEN team when it comes to issuing a statement of special need. Her child had eventually received a statement; however she was dissatisfied that the process had taken too long and commented that her son has since been permanently excluded from secondary school. She said she felt sure that if the correct support mechanisms had been in place this would not have been the case. A number of parents expressed frustration that social care assessments are issued without full reference to the medical diagnosis. Parents thought this showed a lack of consistency and highlighted the disjuncture between social and health services.
- 4.10 Parents said that their perception was that the policy seems to be to say no the first time, then parents have to go back and make the case, then eventually you get what you need. Parents commented that this advantaged more articulate and pushy parents. They said that services should be given to those who most need them, not those who shout the loudest. A parent contrasted their perception of how Health and Social Care respectively assess need in this way: the NHS admits you have a need and puts you on a waiting list; the council denies that you have a need at all. The waiting list approach was considered better in helping a family coming to terms with a child's diagnosis and likely prognosis.
- 4.11 Parents reported that the delays in receiving a service added to stress, and that a small amount of service, or early intervention, would be more cost effective as it prevented families escalating up the ladder of crisis. Parents stated that often a relatively small amount of support can enable families to support themselves and continue to function. Evidence received emphasised that assessments of children's needs for both care and education should be carried out early, when requested by another professional or by a parent, to enable the council to fulfil its commissioning responsibilities and plan ahead for future need.

- 4.12 A number of parents cited the work of Contact a Family in supporting them in accessing services and helping to negotiate the system. Parents from Contact a Family and SPCC explained that many parents do not understand what services are available or the laws surrounding access. They therefore need support in accessing them. SPCC stated that parents and carers need clear accessible information and that this cannot just be on the website. SPCC went on to explain that there needs to be more transparency, particularly on how decisions are made so that parents can be clear on the process.
- 4.13 Parents also said that once a 'statement of special educational need' has been received it is vital that this is adhered to. A parent commented that a child's statement is a vital tool for parents and teachers, as it is a legal document stating who our child is, what she needs and how those needs will be met.

Recommendation 8

Guarantee that all children will receive an assessment by social and educational services if referred by a professional. Undertake these as early as possible in recognition of the importance of timely support.

Recommendation 9

Provide clear advice and support to parents and carers on their rights, through publications and support organisations

Recommendation 10

Ensure that statements of special educational need are adhered to

Common Assessment Framework (CAF) and 'single point of access'

- 4.14 The Contact a Family manager commented on the importance of finding families before they go into crisis to prevent further difficulties. The manager reported that officers are saying that unless there is a Common Assessment Framework in place Contact a Family are being asked not to provide services. They reported that this creates difficulties as some people have had a bad experience of statutory services. Contact a Family emphasised that it is very important that families can self refer so the organisation can meet the needs of these families.
- 4.15 Officers stated that they believe families should be able to access services in the way that best suits them. They reported that the council is working with partners and voluntary sector partners, to develop a 'single point of

access', which will make it easier and quicker for families to receive the support they need. Officers reported that the Common Assessment Framework (CAF) is an assessment tool designed to support the early identification of children with additional needs and reduce the number of times that parents have to tell their story. Officers envisage that as the tool is increasingly used by agencies it will ensure that detailed assessments are completed more quickly. Officers are developing systems to promote the identification of families so they can be supported and which bring systems together (this is related to Aiming High for Disabled Children, the Green Paper Support and aspiration: A new approach to special educational needs and disability, the Child Poverty Strategy and more).

Recommendation 11

Ensure that the Common Assessment Framework (CAF) enables organisations to support families of disabled children, that there are no unnecessary barriers and that the CAF acts as a collaborative system for statutory and voluntary services to identify and support families in need.

Family life and employment

- 4.16 In the evidence received families pointed out they do not exist in isolation from the rest of the world. Their evidence spoke of the difficulties in sustaining paid employment and the impact on siblings of having a disabled child with limited support in difficult circumstances. They requested that in assessments and consultations the council takes into account parents' responsibilities for other children or work commitments when taking decisions about the services and support these families should receive.

Recommendation 12

Ensure assessments and consultations take into account parents' and carers' responsibilities for other children or work commitments, particularly when taking decisions about the services and support these families should receive.

Recommendation 13

Promote provision for parents of disabled children to find meaningful employment, whilst also fulfilling their caring responsibilities. Parents recommended at pilot developed by the London Borough of Wandsworth (see appendix 2)

Information

- 4.17 Contact a Family reported that families tell them it is hard to get good quality information. They reported that they offer one to one information and advice. They also produce a quarterly newsletter plus a monthly email update and use a variety of social media to keep people updated. SPCC also emphasised the need for good quality information. The Short Breaks consultation recommended regular updates of the Southwark Council website and Family Information Service with a peer review function, leaflets and brochures for distribution through community locations; workshops on issues of relevance (Direct Payments/ Personalised Budgets, Taxi Card, funding for holidays e.t.c) and an annual conference.

Recommendation 14

Provide families with information on statutory, community and generic services available through events, publications and support organisations.

Schools

- 4.18 As noted above parents want an early assessment for a Statement of Special Educational Needs. A parent raised concerns that families cannot highlight an Academy school for their children, if a statement is received. Parents expressed frustration with their relationships with schools; one parent indicated this had broken down. Other parents emphasised the importance of communication and the difficulties children have had at mainstream school. One parent reported that his child would be distressed because the support worker was not available, but the school had not informed him. The parent went on to say that he has even offered to train staff at the school but this has not been acted upon.

Recommendation 15

Work with all schools to promote better relationships and communication between home and school for families of disabled children and young people

Consultation

- 4.19 Evidence on consultations emphasised treating parents and carers with respect and truly seeking and valuing their contributions (and those of their children) when planning and evaluating services. A parent raised concerns

about consulting on services that the council is legally required to provide. The Short Breaks consultation was given as an example of good practice.

Recommendation 16

Improve consultation and engagement by:

- Ensuring that results of consultations are shared; wherever possible explain why some requests cannot be honoured.
- Offering various methods to collect feedback (i.e. face to face consultation, questionnaire, electronic survey, telephone survey)
- Providing opportunities for parents to participate in the strategic planning of services wherever possible.
- Using robust methods to engage children and young people and include their views .

Parents and carers as resource

- 4.20 SPPC explained that parents and carers want to work in partnership with professionals; they reported that parents are a resource and feel underused. SPPC called on the council to understand the benefit and power of peer support. They requested the council recognise the value of interventions which enable families to use their own resources, develop resilience and have a quality of life. This was seen as the best way of delivering services in a time of shrinking resources.

Recommendation 17

Value parents as a resource and the power of peer support; particularly in times of scarce financial resources

Community and voluntary sector

- 4.21 Evidence called on the council to support community and voluntary sector agencies and groups in offering a wide range of opportunities to families. They wanted the council to collaborate with and value the sector. When commissioning, community organisations requested the council offer contracts which are long enough to allow security and development. Family support organisations emphasised developing systems to promote the identification of families so they can be supported and which bring systems together.

Recommendation 18

Commission contracts for as long as reasonably possible

5 Summary of recommendations

Recommendation 1

Improve the accessibility of universal services by developing and promoting disability awareness training for staff in Southwark's sports and leisure facilities; such as libraries, museums, swimming pools and parks. Ensure this includes training on meeting the needs of hearing and visually impaired children and children with autism.

Recommendation 2

Encourage sports and leisure facilities to increase the accessibility of mainstream services and provide special sessions suitable for disabled children and young people.

Recommendation 3

Take forward the Short Break work plan.

Recommendation 4

Evaluate the services in place to support parents and carers of disabled children over the age of 5; particularly recognising the evidence received of the additional stresses that families experience when young people reach adolescence and in times of transition

Recommendation 5

Where resources allow provide additional services and support for children and young people with autism; particularly those with challenging behaviour or ADHD and for children under 8

Recommendation 6

Keep Southwark's Council Disability Register updated and set up a dialogue with partners on protocols to share data in ways are transparent, lawful and that will assist families and partner organisations supporting families.

Recommendation 7

Explore how the council can do data sharing better and more sensitively. Particularly look at the request that social workers take into account information available from health practitioners when making assessments of children and families

Recommendation 8

Guarantee that all children will receive an assessment by social and educational services if referred by a professional. Undertake these as early as possible in recognition of the importance of timely support.

Recommendation 9

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Recommendation 10

Ensure that statements of special educational need are adhered to.

Recommendation 11

Ensure that the Common Assessment Framework (CAF) enables organisations to support families of disabled children, that there are no unnecessary barriers and that the CAF acts as a collaborative system for statutory and voluntary services to identify and support families in need.

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Item No. 10.	Classification: Open	Date: 19 June 2012	Meeting Name: Cabinet
Report title:		Southwark Clinical Commissioning Consortia – Scrutiny Report	
Ward(s) or groups affected:		All	
From:		Southwark Health and Adult Social Care Scrutiny Sub-Committee	

RECOMMENDATION

1. That the cabinet notes the recommendations of the Review of Southwark Clinical Commissioning Consortia by the Southwark health and adult social care scrutiny sub-committee (attached as Appendix A to this report), and asks Councillor Catherine McDonald, cabinet member for health and adult social care to bring back a report to cabinet, in order to respond to the overview and scrutiny committee by the 25 September 2012 cabinet meeting.

BACKGROUND INFORMATION

2. This is the final report on the review of Southwark clinical commissioning consortia. The Southwark health and adult social care scrutiny sub-committee initiated this review in June 2011. This report seeks to review, and make recommendations to improve, the transition to and operation of the clinical commissioning consortia that is being established in Southwark as part of the national government's changes to the National Health Service (NHS) in England.
3. The review considers the establishment, transition to and operation of a clinical commissioning consortia (CCC) in Southwark following changes to the NHS brought about by the government's Health & Adult Social Care Bill.

The review is focused on:

- i) Transition to the Consortia;
 - ii) Impact of Cost Savings on Patient Care;
 - iii) Conflicts of Interest and;
 - iv) Contract Management
4. This review seeks to influence Southwark Council, the Southwark Clinical Commissioning Consortia (SCCC) , NHS South East (SE) London / PCT Cluster, the (to be created) Health & Wellbeing Board, NHS London and central government.

SUMMARY OF RECOMMENDATIONS

5. The sub-committee's 22 recommendations are listed below. The body which the sub-committee is seeking to adopt the recommendation is italicised in square-brackets at the end of each one.

Recommendation 1

That the practice of co-opting members onto the SCCC's board continues in the future to broaden the range of experiences available when making commissioning decisions. *[SCCC, NHS SE London]*

Recommendation 2

Given the importance of SCCC's work and of the vital need for transparency to build public confidence in the new arrangements:

- a) All interests are declared at the beginning of each meeting (SCCC or sub-committees), as opposed to the current practice of simply noting the register of interests and declaring new interests.
- b) Meetings of the SCCC where commissioning decisions are discussed or taken should be held in public, as opposed to the current system whereby every other meeting is held in private. A similar model to the council should be adopted where by any 'closed items' can be discussed in private, but minutes of the non-public part of the meeting should be published.
- c) Minutes of such meetings should be made available within two weeks of the meeting and be published online in an easy to find location.
- d) Declarations of Interest are recorded at the beginning of meetings and recorded in sufficient detail in the minutes.
- e) The register of interests should be made public by being published online, in an easy to find location. To avoid confusion the SCCC should use consistent terminology when referring to *declarations* of interest and *the register* of interests.
- f) Southwark's HASC committee should review the register of interests on an annual basis as part of its regular work plan and a report be submitted to the Health and Wellbeing Board, Southwark LINK / HealthWatch, SCCC Chair and alert the local press.
- g) If a member declares a material conflict of interest they should absent themselves from that part of the meeting and remove themselves from the room.
- h) Under the SCCC existing conflicts of interest policy under 'Related Parties' a new category be added of 'close friend'.
- i) The SCCC ensures there is a non-executive non-GP 'Conflict of Interest Lead/Tsar' on its board and amends it's constitution accordingly.
- j) In line with best practice a new clause be added to the SCCC's conflict of interest policy to emphasise: "That a member in possession of material none public information that could affect the value of an investment must not act or cause others to act upon that information".
- k) The SCCC should develop a comprehensive policy for handling and discussing confidential information.
- l) In the interests of transparency, the SCCC should publish the results of election ballots for the 8 lead GPs, in addition they should publish full details of the ballot process and who conducts the ballot.

[All of the above – SCCC/NHS SE London]

Recommendation 3

That the SCCC's tendering process for any service includes standard clauses in the contract to ensure collaborative working and demonstrate that integration will continue to take place. It is further recommended that the SCCC develops such clauses with Kings Health Partners (KHP) and the local authority. *[SCCC, NHS SE London and Southwark Council]*

Recommendation 4

That all publically funded commissioners of healthcare including the CCG and local authority consider the wider effect of commissioning outside the NHS on the long-term viability of public providers. *[SCCC, NHS SE London and Southwark Council]*

Recommendation 5

That anything other than minor commissions outside the NHS are referred to the Health and Wellbeing Board (HWB) and the Health and Adult Social Care Scrutiny Sub-Committee for consideration and should be deemed a 'substantial variation' and be submitted to the Health & Adult Social Care Scrutiny Sub-Committee for scrutiny, including outsourcing . This process will consist of a brief monthly update setting out the proposed changes with a summary of the anticipated change, including its scale, impact and any community sensitivities. The sub-committee will then consider if any of these warrant a 'Trigger Template' being filled out. *[SCCC and Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 6

The sub-committee requests further clarification from the Department of Health (DH) relating to the legal issues around 'substantial variation' raised by these changes. As legally this appears to be a 'grey area'. *[DH, via Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 7

The HWB and Monitor should maintain a close watching brief on private providers to note and respond to any trends that suggest that private contractors are 'cherry-picking' particular contracts. Such activities may lead to disparity between groups of patients and undermine public provision. *[HWB and Monitor through Health & Adult Social Care Scrutiny Sub-Committee].*

Recommendation 8

As a contractual obligation all providers should be subject to scrutiny by the Health & Adult Social Care Scrutiny Sub-Committee just as NHS ones currently are. *[SCCC, NHS SE London, Southwark Overview & Scrutiny Committee].*

Recommendation 9

Given the importance of integration and collaboration across the local health system and the importance of preventative public health, and the fact that those duties are moving across to the local authority, it is recommended that the Health & Adult Social Care Scrutiny Sub-Committee in the next municipal year (i.e. from May 2012) conducts a review into Public Health. *[Health & Adult Social Care Scrutiny Sub-Committee]*.

Recommendation 10

That SCCC and its Business Support Unit BSU (whoever that may be in the future) work closely with the local authority to integrate their work as closely as possible across public health, adult social care and the council's other services (in particular housing). *[SCCC, NHS SE London, Southwark Council]*.

Recommendation 11

That SCCC works closely with Southwark Council, NHS London and other Clinical Consortia to learn lessons from past experiences and develop a strong contract management function as part of their organisational capabilities. The details of this arrangement should be for the SCCC to decide, but contract management must not be an afterthought in any potential tendering process but at the centre. *[SCCC, NHS SE London and Southwark Council]*.

Recommendation 12

That the Health and Wellbeing Board has as a central aim of stimulating integration and collaboration between local health care providers to improve patient outcomes. *[HWB]*.

Recommendation 13

Patient views and perceptions of the level of care they receive are vitally important to improve services. It is therefore recommended that the Acute Trusts continue to conduct patient surveys, and the SCCC drives patient surveys at primary and community care across the borough to capture patients' views and perceptions of their care to help understand what can be improved. *[Acute Trusts x 3 and SCCC]*

Recommendation 14

That the SCCC introduce and use as a matter of course standard clauses, in any locally determined contracts it signs with providers, that ensure information is provided on the financial position of the provider on a quarterly basis. *[SCCC, NHS SE London]*

Recommendation 15

That robust monitoring of satisfaction amongst patients placed with all providers takes place as a matter of course.

Recommendation 16

In addition to clinical standards, set out by government, that minimum levels of patient satisfaction are included in any locally determined contracts signed by the SCCC with financial penalties if these are not met, the exact levels, and how they are measured, should be a matter for the SCCC. *[SCCC, NHS SE London]*

Recommendation 17

Guidance on managing conflict of interest for GP commissioners should be set out nationally. It is recommended that the Health & Adult Social Care Scrutiny Sub-Committee writes to the Dept of Health requesting this to take place. *[Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 18

It is important that GP commissioners are trained in governance - understanding that role and the distinct functions of governance are part of the development work being undertaken by NHS SE London and the SCCC. From 2013 GPs will be managing the dual role of running small businesses and being an officer on a commissioning body. It is recommended that governance training continue for GP commissioners and a programme of 'refresher' training, sharing experiences and best practice from other public bodies and clinical commissioning groups takes place. *[NHS SE London, Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 19

That the SCCC consider their capacity for developing contracts and build this into their development plan, in particular where they will access expertise in drawing contracts up and monitoring them when signed. *[SCCC]*

Recommendation 20

That the SCCC works closely with and pays close regard to the priorities of the local authority and health and wellbeing board to foster cooperation and meet the mutual goal of improving health outcomes of Southwark's residents. *[SCCC]*

Recommendation 21

That that the SCCC monitors clinical outcomes, including measures such as mortality rates, and that these are related to contracts signed with all providers, with service penalties, such as suspensions of contract, attached. *[SCCC]*

Recommendation 22

That the SCCC appoints external auditors. *[SCCC]*

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Health and Adult Social Care Scrutiny Sub-Committee Agendas	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514

APPENDICES

No.	Title
Appendix A	Southwark Clinical Commissioning Consortia – report of the Southwark health and adult social care scrutiny sub-committee

AUDIT TRAIL

Lead Officer	Shelley Burke, Head of Overview & Scrutiny	
Report Author	Julie Timbrell, Scrutiny Project Manager	
Version	Final	
Dated	29 May 2012	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	N/a	N/a
Finance Director	N/a	N/a
Chief Officers	N/a	N/a
Cabinet Member	N/a	N/a
Date final report sent to Constitutional Team	29 May 2012	

Southwark Clinical Commissioning Consortia

Report of the Health and Adult Social Care Scrutiny
Sub-Committee

May 2012



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Part 3: Conclusions and Recommendations	9
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Part 1: Introduction

- 1.1 This report seeks to review, and make recommendations to improve, the transition to and operation of the clinical commissioning consortia that is being established in Southwark as part of the national government's changes to the National Health Service (NHS) in England. These changes will be enacted under the Health and Social Care Bill which is currently before the House of Lords at Committee Stage.
- 1.2 Whilst sub-committee members have some reservations about the fundamental proposals contained within the bill and the potential detrimental impact on NHS services in Southwark it is beyond the remit of this sub-committee, or Southwark Council, to stop them. Therefore this report seeks to investigate and make recommendations to enable the changes to work as well as they can in Southwark. The overriding concern of sub-committee members is the provision of high quality healthcare provision that meets the needs of Southwark's population and continual improves.

Scope of the Review

A review into the establishment, transition to and operation of a Clinical Commissioning Consortia in Southwark following changes to the NHS brought about by the government's Health & Adult Social Care Bill.

The review focused on:

- i) Transition to the Consortia;
- ii) Impact of Cost Savings on Patient Care;
- iii) Conflicts of Interest and;
- iv) Contract Management

This review seeks to influence Southwark Council, the Southwark Clinical Commissioning Consortia, the SE London PCT Cluster, the (to be created) Health & Wellbeing Board, NHS London and central Government.

Part 2: Scrutiny of Establishment of Southwark Clinical Commissioning Consortia

Southwark Clinical Commissioning Consortia (SCCC)

- 2.1 The SCCC gave evidence to the sub-committee on 29 June and 5 October 2011, in addition the sub-committee Chair attended a SCCC public meeting in July and the NHS Southwark AGM September. The sub-committee welcomes the open approach taken by SHC towards the scrutiny process and hopes that the recommendations contained within this report are received with the same openness.
- 2.2 Dr Amr Zeineldine (Chair SHC) and Andrew Bland (Managing Director Southwark Business Support Unit) gave evidence to the sub-committee to explain the transition to the consortia, the impact of cost savings (QIPP) on patient care and at the sub-committee's request the SCCC provided further clarification of its conflict of interest policies.

Consortia Background:

- 2.3 Southwark Health Commissioning was granted Pathfinder status in the first wave of GPs in England to have been selected to take on commissioning responsibilities. Pathfinders are working to manage their local budgets and commission services for patients alongside NHS colleagues and local authorities. The new commissioning system has been designed around local decision making and Southwark Health Commissioning believe that this will lead to more effective outcomes for patients and more efficient use of services for the NHS. GP Commissioning is not new in Southwark. Southwark's General Practices have worked together as a commissioning group since the beginning of 2007 when the Southwark Practice Based Commissioning Leads Committee was established. Local GPs have a record in commissioning and service redesign. Under existing arrangements GPs have been involved in the planning of several major areas of patient care such as outpatients, walk-in centres and local community services. Southwark Health Commissioning has the support of local GPs and doctors' representatives and the Local Authority and will begin testing the new commissioning arrangements to ensure they are working well before formal delegation in April 2013.
- 2.4 Southwark Health Commissioning consists of a Board of eight GP members, four from the South of the borough and four from the North. The SCCC is chaired by Dr Zeineldine who is also a member of the PCT Board. The current SCCC membership brings together the senior management team of the Southwark Business Support Unit, the Non Executive Directors (NEDs) of the Board with responsibility for Southwark and the consortium leadership team who represent their constituent practices. All of the above constitute the voting members of the SCCC, in which the eight clinical leads hold a majority. Other non-voting members include Adult Social Care, King's Health Partners, a nurse member, a Southwark LINK representative and a representative of the Southwark Local Medical Committee.
- 2.5 Whilst the previous Primary Care Trust structure was not perfect and did have a democratic deficit, the sub-committee is concerned by the closed nature of commissioning consortia as set out by government, as the only people who can be guaranteed to sit on the board are local GPs. Whilst this may bring

benefits it is also worrying that there is only a relatively small pool of people from which lead GPs can be elected (and indeed take part in election). This is not a criticism of existing GP leads but is made to highlight potential problems that could develop in the future and to try and mitigate against these. It is understood that Southwark Health Commissioning has co-opted members onto its board which is a welcome step. The sub-committee recommends that this practice of co-opting members onto its board continues in the future to broaden the range of experiences available when making commissioning decisions.

- 2.6 Due to the controversial nature of the changes being made by national government it is vital the consortia builds trust with the resident population, council and other local providers and organisations. It is also important for patients to feel that they are being listened to, as David Cameron has said “no decision about me, without me”. Therefore the sub-committee urges that a culture of listening and consultation with patients is developed and built upon to ensure that they remain front and centre in commissioners minds. Initial steps have already been taken by SHC, which are to be welcomed, however this must continue.
- 2.7 Southwark Health Commissioning 2011/12 business plan outlines the trajectory for delegation, whereby SHC takes on responsibility for commissioning (i.e. spending taxpayer’s money). The timetable for delegation can be found at appendix 1; essentially by January 2012 SHC will be responsible for a budget of £421million which is c.80% of total NHS spend in Southwark. Nationally GP-led consortia will be responsible for spending £80billion on an annual basis; this represents 80% of total NHS spending. It is critical the people responsible for spending this money have comprehensive structures to deal with conflicts of interest and prevent possible misappropriation of tax-payers money.

Conflict of Interest

- 2.8 The sub-committee agreed to look at SCCC’s conflict of interest policy and their contract management arrangements. SCCC’s current conflict of interest policy can be found at appendix 2. Sub-committee members feel that while these measures are a good starting point they are not rigorous enough. There are potential conflicts of interest that will arise for GPs in their new role as commissioners. GPs bidding as providers who are also commissioners is a key tension in the new arrangements set out by national government. As mentioned above the SCCC and NHS SE London are already looking at how conflicts of interest could be managed locally, but guidance should be set out nationally on how such conflicts are managed.
- 2.9 It is important that GP commissioners are trained in governance - understanding that role and the distinct functions of governance are part of the development work being undertaken by NHS SE London and the SCCC. From 2013 GPs will be managing the dual role of running small businesses and being an officer on a commissioning body. It is recommended that such training continues and a programme of ‘refresher’ training and sharing experiences and best practice from other public bodies and clinical commissioning groups takes place.

- 2.10 In addition, given the importance of the SCCC's work and the vital need for transparency to build public confidence in the new arrangements and to allow proper accountability the sub-committee recommends the following:
- a) All interests are declared at the beginning of each meeting (either SHC, SCCC or sub-committees), as opposed to the current practice of simply noting the register of interests and declaring new interests.
 - b) Meetings of the SCCC where commissioning decisions are discussed or taken should be held in public, as opposed to the current system whereby every other meeting is held in private. A similar model to the council should be adopted where by any 'closed items' can be discussed in private, but minutes of the non-public part of the meeting should be published.
 - c) Minutes of such meetings should be made available within two weeks of the meeting and be published online in an easy to find location.
 - d) The register of interests should be updated within 28 days, of a change occurring.
 - e) Southwark's health & adult care scrutiny sub-committee should review the register of interests on an annual basis as part of its regular work plan and a report be submitted to the Health and Wellbeing Board, Southwark HealthWatch, SHC Chair and the local press.
 - f) If a member declares a material conflict of interest they should absent themselves from that part of the meeting and remove themselves from the room.
 - g) Under the SHC's existing conflicts of interest policy under 'Related Parties' a new category be added of 'close friend'.
 - h) In line with best practice a new clause be added to the SHC/SCCC's conflict of interest policy to emphasise: "That a member in possession of material none public information that could affect the value of an investment must not act or cause others to act upon that information".

King's Health Partners

- 2.11 On 5 October 2011 the sub-committee took evidence from Professor John Moxham, Director of Clinical Strategy for King's Health Partners (KHP). KHP is an Academic Health Sciences Centre (AHSC), which delivers health care to patients and undertakes health-related science and research. This type of organisation is fairly common amongst the leading hospitals and universities around the world. KHP is one of the UK's five AHSCs. It brings together a world leading research led university (King's College London) and three NHS Foundation Trusts (Guy's and St Thomas', King's College Hospital and South London and Maudsley). Their aim is to create a centre where world-class research, teaching and clinical practice are brought together for the benefit of patients. They aim to make sure that the lessons from research are used more swiftly, effectively and systematically to improve healthcare services for people with physical and mental health care problems. At the same time as competing on the international stage, their focus remains on providing local people with the very best that the NHS has to offer. The aim is for local

people to benefit from access to world-leading healthcare experts and clinical services which are underpinned by the latest research knowledge. There will also be benefits for the local area in regeneration, education, jobs and economic growth.

2.12 Professor Moxham explained to the sub-committee the importance of integration and collaboration for KHP to improve patient outcomes. Within KHP there are 21 'Clinical Academic Groups' (see appendix 3) that integrate services across the partners, this pulls together knowledge, experience and expertise across the different hospitals and leads to better patient outcomes. There are four main streams to this integration:

- 1) Integrating Services across the partners
- 2) Integration of clinical service with academic activity
- 3) Integrating mental and physical health
- 4) Integration of core patient pathways

2.13 He explained to the sub-committee that this level of integration, to improve patient outcomes, is reliant on collaboration between all parts of the local health system, and indeed the local authority. Sub-committee members have concerns that the introduction of private providers into this system through 'Any Qualified Provider' could have a detrimental impact to the development of KHP and the continual improvement of health outcomes for our residents. This concern is based on the reality that private providers are in part motivated by profit (which is wholly understandable) and that if collaboration was not deemed to be in their business interests then further integration and improvement of patient outcomes could be jeopardised. Therefore the sub-committee recommends that the SCCC's tendering process for any service includes standard clauses in the contract to ensure collaborative working and integration continue to take place. It is further recommended that the SCCC develops such clauses with KHP and the local authority.

King's College Hospital and Guy's and St Thomas' Hospital Trusts

2.14 Sub-committee members visited both hospitals (a visit to SLaM is being organised) and met with the Chief Executive and Chair of KCH and the Chief Executive of GST. Members also saw the Specialist Stroke Unit and A&E at KCH and the A&E at GST. The sub-committee would like to thank both hospitals for hosting members and shining a light on the work that they do.

2.15 At KCH it was clear the hospital excels in certain types of treatment and care, for example Paediatric Liver Transplants, Neuro-Sciences and Stroke Care. At GST it was also clear that the size of the trust allows cross-working between types of clinician that leads to innovative forms of treatment for patients. As discussed in more detail above King's Health Partners is driving such integration and collaboration even further which is to be commended.

2.16 At KCH concerns were raised by management that if income streams were removed (i.e. other providers were commissioned by the SHC) then the financial viability of KCH would be put at serious risk. This is a serious concern of the sub-committee, as it would be unacceptable for the specialisms and work of any acute trust and KHP to be put at risk as this would be detrimental to serving the health needs of the local population. This is not to say KCH (and GST and SLaM) should not be challenged to deliver more cost efficient forms of care, but that the viability of the institutions should

not be put at risk. Therefore the sub-committee recommends to the SCCC that they:

- a) That all publically funded commissioners of healthcare including the CCG and local authority consider the wider effect of commissioning outside the NHS on the long-term viability of public providers.
- b) That anything other than minor commissions outside the NHS are referred to the Health and Wellbeing Board (HWB) and the Health and Adult Social Services Scrutiny Sub-Committee (HASSC) for consideration and should be deemed a 'substantial variation' and be submitted to the Health & Adult Social Care Scrutiny Sub-Committee for scrutiny, including outsourcing.
- c) The sub-committee requests further clarification from the Department of Health (DH) relating to the legal issues around 'substantial variation' raised by these changes. As legally this appears to be a 'grey area'.
- d) The HWB and Monitor should maintain a close watching brief on private providers to note and respond to any trends that suggest that private contractors are 'cherry-picking' particular contracts. Such activities may lead to disparity between groups of patients and undermine public provision.
- e) As a contractual obligation all providers should be subject to scrutiny by the Health & Adult Social Care Scrutiny Sub-Committee just as NHS ones currently are.

Impact of Cost Savings on Patient Care

- 2.17 In addition to the changes to NHS Commissioning described above the government has also required the NHS to make total savings in England of £20billion, at a time when Southwark's population is increasing by 2% per annum. The impact of these savings on patient care in Southwark has been included in this report to highlight potential problems and areas of pressure within the system.

NHS Southwark Performance:

- 2.18 A full breakdown of performance data for Southwark can be found at Appendix 4 (taken from Southwark NHS' Annual Report 2010/11. This shows an underperformance for the 18 week waiting time target, it also shows worryingly high failures to meet targets for Breast Screening, Cervical Screening, Smoking Quitters and immunisation of children – particularly those aged 5. Additional areas of concern are alcohol consumption, sexual health and childhood obesity, currently at 25.7% of year 6 pupils (age 11-12). We will have to await next year's report to assess performance for the current financial year. Failure to improve on these targets would be of deep concern to the sub-committee.
- 2.19 Given the importance of integration and collaboration across the local health system and the importance of preventative public health, and the fact that those duties are moving across to the local authority, it is recommended that the Health & Adult Social Care Scrutiny Sub-Committee in the next municipal year (i.e. from May 2012) conducts a review into Public Health.

Contract Management

- 2.20 With delegation of budgets to the SCCC comes responsibility for making commissioning decisions and tendering contracts. This may be self-evident but is worth highlighting and dwelling upon. The SCCC currently uses the expertise of Southwark PCT's Business Support Unit (BSU) who provide them with commissioning support. In April 2013 SCCC will be able to decide who provides this commissioning support in the future.
- 2.21 One of the unfortunate consequences of central government's changes has been the breaking of the very close working between Southwark PCT and Southwark Council. In the immediate future the working relations developed between BSU and SC staff will almost certainly remain, however, in the future these working relationships may erode as they are not formally codified as they were in the past. This could lead to a lack of integration at all levels of both organisations which could impede improvement in health outcomes for Southwark's residents. The sub-committee therefore recommends SHC and its BSU (whoever that may be in the future) work closely with the local authority to integrate their work as closely as possible across public health, adult social care and the council's other services (in particular housing).
- 2.22 As part of the move to 'Any Qualified Provider' it is more than likely that at some stage a private provider will be commissioned to deliver health services in some form in Southwark. Given the mixed experience that parts of the public sector have had with private providers (e.g. Southwark's Housing repairs service and call centre) it is imperative that SCCC take a robust approach to contract management, both in drawing contracts up and in monitoring them when signed.
- 2.23 The recent experience and problems caused by the collapse of Southern Cross care homes and the levels of poor care provided at other privately run homes should act as stark warnings to health care commissioners. It took several years for their flawed business model to be exposed (when market conditions changed). To avoid any repeats of this in the health care system the sub-committee urges the SCCC to introduce and use as a matter of course standard clauses, in any contracts it signs with providers, that ensure information is provided on the financial position of the provider on a quarterly basis and that robust monitoring of satisfaction amongst patients placed with those providers takes place.
- 2.24 There have been previous instances of tendering out NHS services, for example in April 2004 it became possible to outsource primary care out of hours services to independent commercial providers. John Whitting QC, a specialist barrister in clinical and general professional negligence, has reviewed the subsequent CQC and DH reports and inquiries into this and in June 2011 stated that:

"It identified staffing levels that were potentially unsafe, significant failures of clinical governance caused directly by overly ambitious business growth and failures to investigate or act upon serious adverse incidents. The CQC chairman concluded that 'the lessons of these failures must resonate across the health service'." (John Whitting QC, New Statesman, 23/06/2011)

- 2.25 The sub-committee recommends that SCCC works closely with Southwark Council, NHS London and other Clinical Consortia to learn lessons from past experiences and develop a strong contract management function as part of their organisational abilities. The details of this arrangement should be for the SCCC to decide, but contract management and effective monitoring must not be an afterthought in any potential tendering process but at the centre.

Part 3: Conclusions and Recommendations

- 3.1 In summary, the sub-committee's recommendations are listed below, the body which the sub-committee is seeking to adopt the recommendation is italicised in square-brackets at the end of each one.

Recommendation 1

That the practice of co-opting members onto the SCCC's board continues in the future to broaden the range of experiences available when making commissioning decisions. [SCCC, NHS SE London]

Recommendation 2

Given the importance of SCCC's work and of the vital need for transparency to build public confidence in the new arrangements:

- a) All interests are declared at the beginning of each meeting (either SCCC or sub-committees), as opposed to the current practice of simply noting the register of interests and declaring new interests.
- b) Meetings of the SCCC where commissioning decisions are discussed or taken should be held in public, as opposed to the current system whereby every other meeting is held in private. A similar model to the council should be adopted where by any 'closed items' can be discussed in private, but minutes of the non-public part of the meeting should be published.
- c) Minutes of such meetings should be made available within two weeks of the meeting and be published online in an easy to find location.
- d) Declarations of Interest are recorded at the beginning of meetings and recorded in sufficient detail in the minutes.
- e) The register of interests should be made public by being published online, in an easy to find location. To avoid confusion the SCCC should use consistent terminology when referring to *declarations* of interest and *the register* of interests.
- f) Southwark's HASC committee should review the register of interests on an annual basis as part of its regular work plan and a report be submitted to the Health and Wellbeing Board, Southwark LINk/HealthWatch, SCCC Chair and alert the local press.
- g) If a member declares a material conflict of interest they should absent themselves from that part of the meeting and remove themselves from the room.
- h) Under the SHC's existing conflicts of interest policy under 'Related Parties' a new category be added of 'close friend'.
- i) The SCCC ensures there is a non-executive non-GP 'Conflict of Interest Lead/Tsar' on its board and amends it's constitution accordingly.
- j) In line with best practice a new clause be added to the SCCC's conflict of interest policy to emphasise: "That a member in possession of material none public information that could affect the value of an investment must not act or cause others to act upon that information".
- k) The SCCC should develop a comprehensive policy for handling and discussing confidential information.
- l) In the interests of transparency, the SCCC should publish the results of election ballots for the 8 lead GPs, in addition they should publish full details of the ballot process and who conducts the ballot.

[All of the above – SCCC/NHS SE London]

Recommendation 3

That the SCCC's tendering process for any service includes standard clauses in the contract to ensure collaborative working and demonstrate that integration will continue to take place. It is further recommended that the SCCC develops such clauses with KHP and the local authority. *[SCCC, NHS SE London and Southwark Council]*

Recommendation 4

That all publically funded commissioners of healthcare including the CCG and local authority consider the wider effect of commissioning outside the NHS on the long-term viability of public providers. *[SCCC, NHS SE London and Southwark Council]*

Recommendation 5

That anything other than minor commissions outside the NHS are referred to the Health and Wellbeing Board (HWB) and the Health and Adult Social Care Scrutiny Sub-Committee for consideration and should be deemed a 'substantial variation' and be submitted to the Health & Adult Social Care Scrutiny Sub-Committee for scrutiny, including outsourcing. This process will consist of a brief monthly update setting out the proposed changes with a summary of the anticipated change, including its scale, impact and any community sensitivities. The sub-committee will then consider if any of these warrant a 'Trigger Template' being filled out. *[SCCC and Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 6

The sub-committee requests further clarification from the Department of Health (DH) relating to the legal issues around 'substantial variation' raised by these changes. As legally this appears to be a 'grey area'. *[DH, via Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 7

The HWB and Monitor should maintain a close watching brief on private providers to note and respond to any trends that suggest that private contractors are 'cherry-picking' particular contracts. Such activities may lead to disparity between groups of patients and undermine public provision. *[HWB and Monitor through Health & Adult Social Care Scrutiny Sub-Committee].*

Recommendation 8

As a contractual obligation all providers should be subject to scrutiny by the Health & Adult Social Care Scrutiny Sub-Committee just as NHS ones currently are. *[SCCC, NHS SE London, Southwark Overview & Scrutiny Committee].*

Recommendation 9

Given the importance of integration and collaboration across the local health system and the importance of preventative public health, and the fact that those duties are moving across to the local authority, it is recommended that the Health & Adult Social Care Scrutiny Sub-Committee in the next municipal year (i.e. from May 2012) conducts a review into Public Health. *[Health & Adult Social Care Scrutiny Sub-Committee].*

Recommendation 10

That SCCC and its Business Support Unit (BSU) (whoever that may be in the future) work closely with the local authority to integrate their work as closely as possible across public health, adult social care and the council's other services (in particular housing). *[SCCC, NHS SE London, Southwark Council]*.

Recommendation 11

That SCCC works closely with Southwark Council, NHS London and other Clinical Consortia to learn lessons from past experiences and develop a strong contract management function as part of their organisational capabilities. The details of this arrangement should be for the SCCC to decide, but contract management must not be an afterthought in any potential tendering process but at the centre. *[SCCC, NHS SE London and Southwark Council]*.

Recommendation 12

That the Health and Wellbeing Board has as a central aim of stimulating integration and collaboration between local health care providers to improve patient outcomes. *[HWB]*.

Recommendation 13

Patient views and perceptions of the level of care they receive are vitally important to improve services. It is therefore recommended that the Acute Trusts continue to conduct patient surveys, and the SCCC drives patient surveys at primary and community care across the borough to capture patients' views and perceptions of their care to help understand what can be improved. *[Acute Trusts x 3 and SCCC]*

Recommendation 14

That the SCCC introduce and use as a matter of course standard clauses, in any locally determined contracts it signs with providers, that ensure information is provided on the financial position of the provider on a quarterly basis. *[SCCC, NHS SE London]*

Recommendation 15

That robust monitoring of satisfaction amongst patients placed with all providers takes place as a matter of course.

Recommendation 16

In addition to clinical standards, set out by government, that minimum levels of patient satisfaction are included in any locally determined contracts signed by the SCCC with financial penalties if these are not met, the exact levels, and how they are measured, should be a matter for the SCCC. *[SCCC, NHS SE London]*

Recommendation 17

Guidance on managing conflict of interest for GP commissioners should be set out nationally. It is recommended that the Health & Adult Social Care Scrutiny Sub-Committee writes to the Dept of Health requesting this to take place. *[Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 18

It is important that GP commissioners are trained in governance - understanding that role and the distinct functions of governance are part of the development work being undertaken by NHS SE London and the SCCC. From 2013 GPs will be managing the dual role of running small businesses and being an officer on a commissioning body. It is recommended that governance training continue for GP commissioners and a programme of 'refresher' training, sharing experiences and best practice from other public bodies and clinical commissioning groups takes place. *[NHS SE London, Health & Adult Social Care Scrutiny Sub-Committee]*

Recommendation 19

That the SCCC consider their capacity for developing contracts and build this into their development plan, in particular where they will access expertise in drawing contracts up and monitoring them when signed. *[SCCC]*

Recommendation 20

That the SCCC works closely with and pays close regard to the priorities of the local authority and health and wellbeing board to foster cooperation and meet the mutual goal of improving health outcomes of Southwark's residents. *[SCCC]*

Recommendation 21

That that the SCCC monitors clinical outcomes, including measures such as mortality rates, and that these are related to contracts signed with all providers, with service penalties , such as suspensions of contract , attached. *[SCCC]*

Recommendation 22

That the SCCC appoints external auditors. *[SCCC]*

Appendix 1 - timetable for delegation to SCCC**2011/12 Budget Delegation**

Delegation Phase / Date	Budget Area	Budget (£m)	QIPP Gross (£m)	Detail / Complexity* (column consider the complexity of the commissioning area to inform phase)		
One – Jul 2011	Emergency PbR	49	4.8	This phase includes the following areas:		
	A&E PbR	12	0.1			
	New Outpatients	19	2.4	Outpatient (GP referrals) Prescribing Urgent care (A&E / UCCs) Urgent care (Admissions) Non GP referred outpatients Intermediate Care / Reablement Non-PbR Drugs and Devices	Low	
	F-up Outpatients	22	1.5		Low	
	Drugs and	11	0.5		Med	
	Devices	33	1.0		Med	
	Pri Care	17	2.0		Med	
	Prescribing				Med	
	Corporate				Med	
Total		163	12.3		(6.3 delivered prior to delegation)***	
Two – Oct 2011	Community Services	33	1.5		This phase includes the following areas:	
	Other Acute**	166	2.6			
				Community Health	Low	
				Direct Access Diagnostics	Low	
				Sexual Health	Med	
				Elective Care	Med	
				Maternity	Med	
				End of Life Care	Med	
				Critical Care	High	
			Specialist Acute Commissioning	High		
Total		199	4.1	(3.6 delivered prior to delegation)		
Three – Jan 2012	Client Groups	22	-	This phase includes the following areas:		
	Mental Health	67	2.6			
				Community Mental Health	Med	
				Voluntary Sector	Med	
				CAMHS	Med	
				Inpatient Mental Health	Med	
				Physical Disability	Med	
				Specialist Mental Health	High	
				Continuing Care (inc. LD)	High	
Total		89	2.6	(4.6 delivered prior to delegation)		
Other	Non-recurrent 2%	10	-			
	Reserves / Surplus	11	-			
Total		21	-			
Non-Delegated	Primary Care	68	1.2			
Total		68	1.2	(0.8 delivered - no delegation)		
Budget Total		540	20.2			

Notes:

* SHC has sought to take early delegation for those areas that fall in areas of low or medium complexity. Complexity refers to the commissioning activity itself and SHC are equally aware of the different levels of control that can be secured over performance in these areas.

** Includes £30m budget for Specialised Commissioning which will continue to be led through the LSCG.

*** Clearly delegation is being made in-year and the figures provided above also seek to reflect the level of QIPP delivery undertaken ahead of delegation in the context of the overall QIPP challenge.

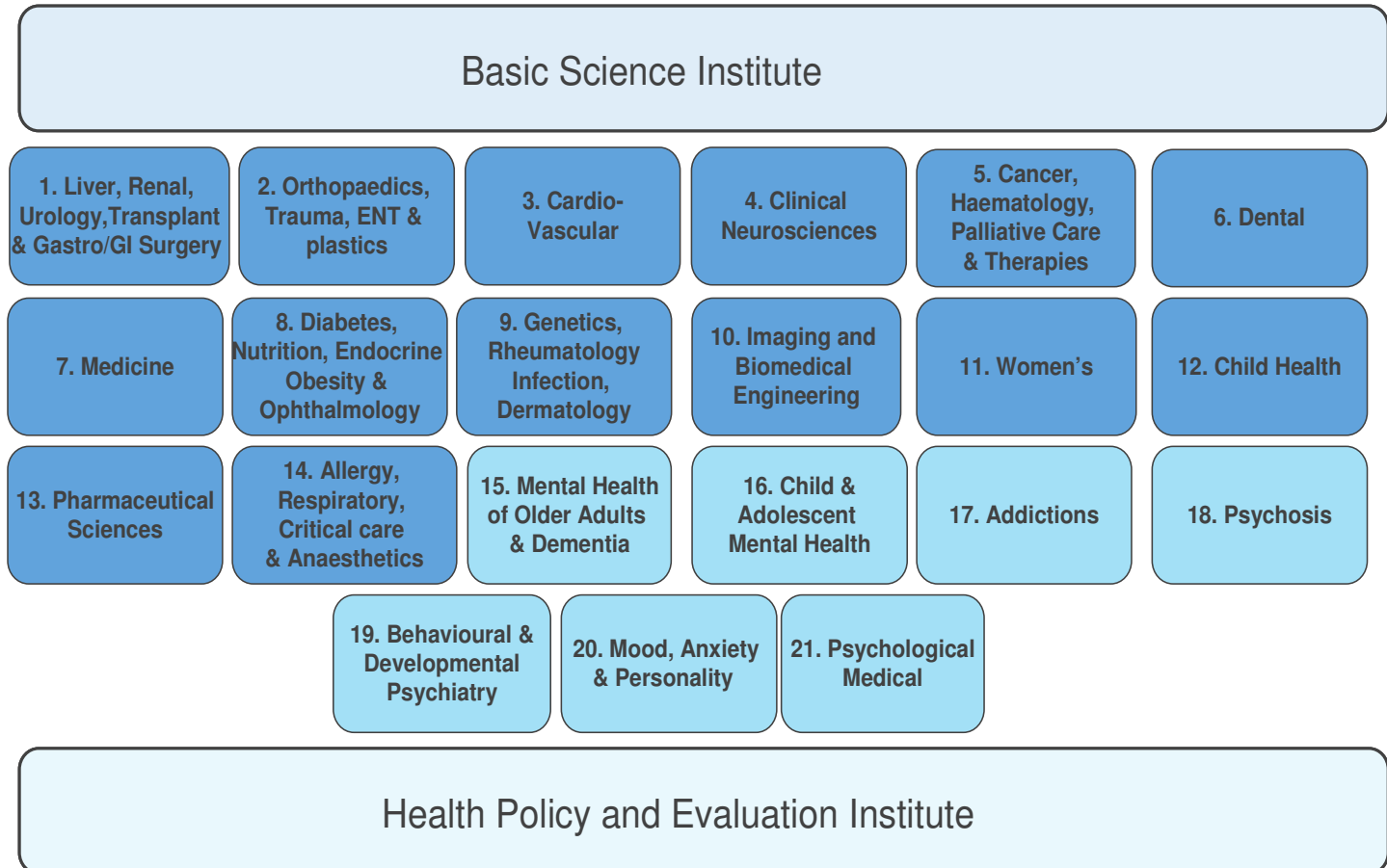
Appendix 2 - SHC's current conflict of interest policy

SCCC approach to Conflicts of Interest

- 1.1. A register of interests of members of the SCCC will be systematically maintained and will be made publically available. These details will be published in the PCT Annual Report. Members will also be asked to declare any interests at the start of each SCCC meeting.
- 1.2. To ensure that no commercial advantage could be gained, a GP lead who declares an interest in an area cannot be involved in it. If after being involved, any bids received from the lead's practice would not be accepted.
- 1.3. Where the business of the committee requires a decision upon an area where one GP holds a significant conflict of interest, the Chair will ensure that the individual takes no part in the discussion or subsequent decision making.
- 1.4. Where more than two GP leads holds a significant conflict of interest the committee will require consideration of the proposal / issue to be made by a separate evaluation panel. The evaluation panel would evaluate the proposal for quality and cost-effectiveness and if satisfied it would then make a recommendation to the Clinical Commissioning Committee, excluding the interested GP members, for decision.
- 1.5. The Evaluation Panel, when called upon, will provide neutrality in the evaluation process and will have the following membership:
 - One Non-Executive Director of the PCT Board
 - Managing Director, Southwark BSU
 - Southwark Director of Public Health (and Health & Well Being Board representative)
 - Co-Opted clinical expertise if necessary at discretion of the MD
- 1.6. In the rare occasion where the Clinical Commissioning Committee is unable to reach a decision under these circumstances the decision maybe referred to the PCT Board.

Appendix 3 - King's Health Partner's Clinical Academic Groups

CAG and Research Group Structure



Appendix 4 – 2010/11 Performance data for NHS Southwark (from Annual Report)

Performance data























Table
Performance on Vital
Signs Existing Commitments:
Outturn 2010/11

Existing Commitments	Operating standard	Actual Outturn	Traffic Light
A&E 4 hours wait	95%	97.0%	
GUM Access	98%	100%	
Delayed Discharges (per 100,000 population)	4.5	1.63	
Category A Ambulance response within 8 mins	75%	77.6%	
Category B Ambulance response within 19 mins	95%	90.4%	
Diabetic retinopathy (patients offered screening)	95%	100%	
Number of people receiving early intervention services	58	99	
Number of people receiving home treatment services	773	799	

Table
Performance on Vital Signs National
Priorities: 2010/11

National Priorities	Target	Actual	Traffic Light
Clostridium Difficile (C. diff.) cases	179	108	
18 weeks - % of admitted patients treated in 18 weeks	90%	88.4% (March 11)	
% of non-admitted patients treated in 18 weeks	95%	88.4% (March 11)	
Cancer 2 week waits (all urgent GP referrals)	93%	96.5%	
Cancer 2 week wait (for all breast symptom referrals)	93%	97.4%	
Cancer 31 day wait from diagnosis to (first definitive) treatment	94%	98%	
Cancer 31 day wait from diagnosis to (subsequent surgical) treatment	96%	96%	
Cancer 31 day wait from diagnosis to (subsequent chemotherapy) treatment	98%	99.7%	
Cancer 62 day wait from urgent GP referral to treatment	85%	85.6%	
Cancer 62 day wait from urgent referral from national screening services to treatment	85%	100%	
Cancer 62 day wait from consultant (upgrade) referral to treatment	90%	98.1%	
Satisfaction with Primary Care Access		76%	
Access to a GP appointment in 48 hours			
Advanced booking		73%	
Overall satisfaction with opening hours		80%	

Table
Performance on
Vital Signs National
Priorities: 2010/11
continued

Quality stroke care	% time on stroke unit	90%	92%	
	TIA early diagnosis and treatment	60%	100%	
Mortality rates	Cardiovascular disease mortality (per 100,000 population)	101	79.45 (2007-9 pooled data)	
	Cancer mortality (per 100,000 population)	114	122.42 (2007-9 pooled data)	
Breast screening (of women aged 53-70)		70%	61.1% (2009/10)	
Cervical screening	women aged 25-49 in last 3.5 years	80%	66.5% (2009/10)	
	women aged 50-64 in last 5 years	80%	75.3% (2009/10)	
Smoking quitters		1326	1234	
Maternity services early access within 13 weeks		90%	93.5% (latest data on births is Q2)	
Teenage conceptions (rate per 1000 females aged 15-17)		67.4	63.2 (2009 data)	
Breastfeeding at 6-8 weeks		63.6%	74.4%	
CAMHS		Level 4	Level 4	
Chlamydia screening (of people aged 15 to 24)		35%	39%	
Immunisation	Immunisation rate for children aged 1 - DTaP/IPV/Hib	90%	87.9%	
	Immunisation rate for children aged 2 - PCV booster	90%	82.5%	
	Immunisation rate for children aged 2 - Hib/MenC booster	90%	93%	
	Immunisation rate for children aged 2 - MMR	90%	83.9%	
	Immunisation rate for children aged 5 - DTaP/IPV	90%	62.9%	
	Immunisation rate for children aged 5 - MMR	90%	66%	
	HPV vaccination for 12-13 year old girls	90%	63.6% (Sept 09 – Aug 10)	
	Dental Access (to an NHS dentist in last 24 months)		142,956	143,760
Childhood obesity	Reception year	14.5%	14.8%	
	Year 6	28.3%	25.7%	
Drug users in effective treatment		1851	1322 (to Feb 2011)	

Item No. 11.	Classification: Open	Date: 19 June 2012	Meeting Name: Cabinet
Report title:		Resident Involvement and Resident Association Recognition and Grants	
Ward(s) or groups affected:		All	
From:		Overview & Scrutiny Committee	

RECOMMENDATION

1. That the cabinet notes the recommendations of the brief scrutiny review of resident involvement and resident association recognition and grants, and asks Councillor Ian Wingfield, cabinet member for housing management, to bring back a report to cabinet, in order to respond to the overview and scrutiny committee, by the 25 September 2012 cabinet meeting.

BACKGROUND INFORMATION

2. Overview & Scrutiny Committee undertook a brief review of resident involvement and resident association recognition and grants in response to issues raised by local residents in respect of the resident involvement service.
3. At its meeting on 8 May 2012, the committee received a briefing note from the strategic director of housing, a copy of which is attached as an appendix. In addition to considering the briefing note, the committee received oral evidence from a number of TRA representatives.
4. The committee asked officers to circulate its members with additional information on:
 - the number of TRAs who made applications in 2009/10
 - officers' contact with all TRAs, in order to assist with the recognition and grant application process
 - TRAs who have not made an application for funding and recognition, in order to assist ward councillors with supporting local TRAs to complete an application, where appropriate.
5. The committee also asked officers to provide Councillor David Noakes with additional information on the status and activity of all TRAs in his ward in order to assist with support.

RECOMMENDATIONS

6. The committee's recommendations are listed below.

1. That the application process for grants and recognition be made less complicated, less bureaucratic and more accessible.
2. That officers create an online application process to complement the paper based process, so that tenants' and residents' associations (TRAs) have options for making applications. This to be completed within six months.
3. That there be an emphasis on support for TRAs to make funding applications over the next few months, rather than on recognition, in order to clear the backlog of applications and enable organisations to receive funds.
4. That it be obligatory for a Resident Involvement Officer to attend every TRA AGM, and that officers use this occasion to assist TRAs in their applications for recognition and funding.
5. That TRAs create a standing item at every AGM covering the administration needed to complete the recognition and funding application process.
6. That the Resident Involvement Team be asked to consider how to work with ward councillors to support TRAs.
7. That a report on resident engagement be sent to the Housing Commission, Southwark Tenants' Council and Southwark Homeowners' Council.
8. That officers be asked to return to overview & scrutiny committee in six months' time to report on progress on the above recommendations.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Overview & Scrutiny Committee 8 May 2012	Scrutiny Team 160 Tooley Street London SE1 2QH	Peter Roberts 020 7525 4350

APPENDICES

No.	Title
Appendix A	Report of strategic director of housing - resident involvement and resident association recognition and grants

AUDIT TRAIL

Lead Officer	Shelley Burke, Head of Overview & Scrutiny	
Report Author	Peter Roberts, Scrutiny Project Manager	
Version	Final	
Dated	29 May 2012	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	N/a	N/a
Finance Director	N/a	N/a
Chief Officers	N/a	N/a
Cabinet Member	N/a	N/a
Date final report sent to Constitutional Team	29 May 2012	

APPENDIX A

Item No.	Classification: Open	Date: 8 May 2012	Committee Overview & Scrutiny Committee
Report title:		Resident involvement and resident association recognition and grants	
Ward(s) or groups affected:		All	
From:		Strategic director of housing	

Recommendations

- 1 That overview and scrutiny committee note the contents of this briefing.

The resident involvement team

- 2 The resident involvement team currently deals with:
 - 127 active tenant & resident associations (TRAs) and six potential restarts
 - 110 halls and meeting rooms
 - Tenant council
 - Tenant fund administration, including tenant fund management committee
 - Co-ordination of area housing forums
 - Resident involvement working party
 - HRA savings working party
 - Constitutions working party
 - Halls working party
 - Support for the annual tenants' conference
 - A financial inclusion project in conjunction with the CAB
 - TRA training
 - TRA resource centres
- 3 Work is under way to create a new resident engagement strategy for the housing service. The intention is to increase and improve the ways in which teams across the department work with residents to improve services and communities. It is expected to be set around five themes:
 - Increasing resident engagement
 - Improving the quality of engagement
 - Achieving resident involvement throughout the housing service
 - Building partnerships
 - Value for money

It is proposed that the strategy will have an action plan detailing engagement across the service. We are working to complete the strategy by the end of the calendar year.

TRAs

- 4 The work with TRAs concentrates on those associations with most support needs. These range from those needing help because they are new, recently reformed or have had a major change in committee membership, through help with constitutional and governance issues, to the most serious cases where there may be suspected fraud, or where relationships between individual committee members are seriously tense. In some cases we are working with police on areas of concern.
- 5 Seven TRAs are currently at a critical level – the point at which they are in danger of falling apart or where there are serious governance concerns. A further 59 have resident involvement officers assigned to support them.
- 6 The remaining 61 each has a named resident involvement officer, but their contact will mainly be with area management staff. The resident involvement officers will check in with them from time to time and are available to provide advice.
- 7 The team has recently agreed with residents a new recognition policy for TRAs, and a streamlined appeals process for TRAs that are refused funding. We are working on a new model constitution for TRAs.
- 8 As well as having named resident involvement officers, TRAs are supported through a training program. This covers key skills and knowledge needed by TRAs. Some courses are tailored to suit the needs of individual TRA committees. We have also commissioned external trainers, and have bought a range of on-line training packages that TRA members can apply to undertake.
- 9 The resource centres at Taplow and Albrighton are staffed three days a week and provide use of computers, internet access, printing and photocopying for TRA members.
- 10 Last year we established the first networking event aimed at committee members of TRAs. After a short presentation or exercise (this time the theme was financial inclusion), the rest of the evening is open so that residents can swap ideas, experiences and contacts in a relaxed and informal atmosphere. We intend to run two of these evenings each year.
- 11 One of the team has been working with the CAB to pilot a scheme to train financial inclusion mentors from two TRAs. This will be followed by a lottery fund bid to extend the scheme.
- 12 There are plans this year to work in partnership with the Southwark group of tenants' organisations (SGTO) and the youth service to have young advisors 'youth proof' TRAs. It is hoped they will visit TRAs and come up with a report on how TRAs might engage with young people better, and that they will present their findings at a special conference for TRA members.

Halls

- 13 Southwark housing has a range of facilities, from small flats and converted laundry rooms acting as meeting places and offices for TRAs to large community centres.

- 14 Historically, the arrangement for these facilities has been piecemeal. There has been no strategy and very few have formal agreements such as tenancy agreements, licenses or leases. Rents have little relationship to the size of the facility or its ability to generate an income.
- 15 We are working to:
- Write and agree a strategy outlining our approach to the management of halls. This will need considerable work and consultation, and is expected to be completed in early 2013.
 - Putting in place training for those managing halls on issues including health and safety, good practice on bookings and finances, legal requirements, governance models and business planning.
 - Complete a comprehensive database of information on every facility
 - Establish a halls working party to steer our approach to halls, and backed by an independent 'tenant friend' with expert knowledge in this field. This group has met several times and membership has been expanded to include additional delegates from area housing forums.
 - Survey all facilities in order to create a five-year investment program that will address poor conditions, outdated fittings, DDA and health and safety compliance.
- 16 We have also created 'resident-led bids' in which groups managing halls may apply for funding for items or works costing up to £5,000 each that will increase the use of their facilities. Most of these appear to be either minor works or furniture. The support staff are working to confirm the details of all bids and a panel of judges has been elected by the working party to judge the bids and award points against agreed criteria.

Review of the tenant fund

- 17 We are working with the tenant fund management committee to carry out a root and branch review of the tenant fund. With an income of over £0.5m a year, the fund covers the costs of:
- Southwark group of tenants' associations (SGTO)
 - Grants to TRAs
 - Two training staff and training delivery
 - A grants and support officer
 - Two resident resource centres
 - Annual tenants' conference
 - Expenses of the formal consultative structure
- 18 The review will question the arrangements and levels of funding for all of these functions and will seek to gain better value for money and effectiveness from the fund.

The position on TRA recognition and grant funding

- 19 Recognition of a TRA by the council allows recognised TRAs to:
- Apply for grant funding from the tenant fund
 - Elect delegates and deputies to their area housing forum
 - Manage a hall or similar facility (if applicable)

- Be seen as a representative group by the council for consultation purposes
- 20 A new recognition policy has been passed by area housing forums, tenant council and home owner council and will be taken as an IDM this month. It makes clearer what is required from TRAs, and the process for derecognition if needed. Except in the most extreme and rare cases, derecognition would only be used as a last resort and after support has been offered to resolve problems.
- 21 Grant funding is paid from the tenant fund, with the home owners fund making a contribution. The minimum grant for all TRAs remains as it has for many years at £1,100 a year. If a TRA has more than 244 council properties in its area, it will receive £4.50 for each additional property.
- 22 The systems for grant funding and recognition are closely linked in that funding will only be given to recognised TRAs, and the application for grant is also the application for recognition.
- 23 However, it is possible for TRAs to be recognised, but to have failed to meet the funding criteria and therefore not to be funded. The reasons for funding being refused include significant governance issues, especially those relating to accountability and financial probity. Grant will also not be paid if there is over £10,000 in the TRA account, unless there is a valid reason such as that it is another grant earmarked for a purpose.
- 24 In 2010/11, the system for TRA grants applications and payments was changed from one in which all applications were invited at one point in the year to one where applications are made for recognition and grant funding within three months of each TRA's annual general meeting. This also meant that grant is now paid in advance rather than in arrears.
- 25 The new system meant that:
- Grants processing and payments could be spread across the year, resulting in fewer delays and a more manageable throughput
 - The information provided would be current. Under the old system, it was possible for information used to assess funding eligibility and recognition to be up to a year out of date.
 - There would be a match between funding and recognition, with a clear decision being provided following each AGM
- 26 This meant that we called for two applications last year: one for 2010/11 under the old system, and one as AGMs happened under the new system for last year. This has caused some confusion for TRAs. Many TRAs initially applied only for one of the years, resulting in around only half the allocated budget being spent in 2011/12. It also created an initial backlog as we tried to process forms under two systems.
- 27 We have now closed applications for 2010/11, and have set an extended deadline of 30 September 2012 for grant claims for 2011/12. Letters to this effect have gone to TRA chairs and secretaries, and resident involvement officers are chasing up their TRAs to ensure that all those who want to apply for 2011/12 funding have done so on time.

- 28 Since applications are for recognition as well as funding, resident involvement staff are also trying to make sure that all TRAs have agreed recognition by 30 September.

Applications

29 This table shows the level of applications for the two grant years:

	2010/11		2011/12	
Applications received	80	63%	84	67%
No application made	47	37%	42	33%
	127		126	

30 Of the applications received, this is the breakdown in what has happened to them:

	10/11	11/12
Grants paid	60	64
Grants refused	8	4
Applications in hand	12	16
	80	84

31 Of those refused, these are the reasons:

	2010/11	2011/12
Inquorate AGM	1	0
Insufficient meetings	2	2
TRA became defunct	1	1
Accounts not agreed	1	0
Form incomplete/blank and no response to queries	2	0
Over £10,000 in account	1	1
	8	4

Issues raised at Walworth West area housing forum

32 For the thirteen TRAs listed for Walworth West, the following table shows the position at the time of the forum meeting and the position now (2/4/12).

	At AHF	Now
No applications for either year	4	1
Successful bids, both years	3	6
Successful application only one year, no application for the other	5	5
No application, then refused application (insufficient AGM)	1	1

33 Insufficient support for completing forms: residents were able to obtain help from their resident involvement officers, at the resource centres, and through the SGTO. Specific comments on why delegates felt there was insufficient support would be useful in order to improve the service.

34 Not knowing who resident involvement officers are: all TRAs received letters in [insert month] to inform them of their officers. The letters went to the chairs and secretaries and it is possible that some delegates had not been told in their committee meetings.

35 One TRA reported that their application form was lost and did not get any acknowledgement of receipt of their second application: there have been some problems with postal receipt of forms. The resident involvement team

was involved in five separate office moves in three months, and this made it very difficult to track down post. In addition, TRAs will have been used to giving their forms in at local offices in the past, and this may have caused further problems. We apologise for this.

The draft forum minutes identify the TRA representative who raised this issue, and the second application was not received until 30 March 2012, the day after the forum meeting.

- 36 We are about to review the way we process grants. We believe there is scope to cut the amount of information we require as some of it will have been picked up at TRA AGMs by the officers attending. We will be looking to reduce the size of the form.
- 37 We would welcome any comments and feedback from the committee on how we might improve the resident involvement service.

Item No. 12.	Classification: Open	Date: 19 June 2012	Meeting Name: Cabinet
Report title:		Officer Response to Recommendations in the Housing and community Safety Scrutiny Report on Leaseholder Council Charging dated March 2012	
Ward(s) or groups affected:		All Wards / All Leaseholders	
Cabinet Member:		Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Housing Management	

FOREWORD – COUNCILLOR IAN WINGFIELD, DEPUTY LEADER AND CABINET MEMBER FOR HOUSING MANAGEMENT

Many councillors will agree that one of the more common type of enquiry we receive, either at surgeries or in correspondence, are from council leaseholders; usually about their service charge or other types of charge made of them. This area of the council’s service is complex, the terms of the council’s leases are complicated and open to interpretation; as are the numerous statutory provisions which govern the council’s landlord relationship with its long lease tenants. With this in mind I asked the Housing and Community Safety Scrutiny Sub Committee to spend some time examining leaseholder charges. Whilst understanding that this scrutiny follows on from other recent audits and inspections of these services, it is necessary to continue to show that leaseholders’ concerns are of importance to this administration and that we will strive to ensure continuous improvement which reflects in equitable charges.

RECOMMENDATIONS

1. Cabinet Members are asked to receive officers’ responses to the Housing and Community Safety Scrutiny Report dated March 2012 ‘Review of Leaseholder Charging in Southwark’ for information.
2. Cabinet ask the Cabinet Member for Housing to receive a report in June 2013 on further progress toward implementing the recommendations contained in the Scrutiny Report.

BACKGROUND INFORMATION

3. On 12 July 2011 the Housing and Community Safety Scrutiny sub committee agreed to carry out a scrutiny of ‘leaseholder charging’ (of the council’s leaseholders) in the borough. At its meeting on 11 October 2010 the Cabinet Member for Housing had said that he wanted to ensure that leaseholders were being treated fairly and that it would be useful for the sub committee to investigate the issue. The sub committee co-opted members from Southwark’s Home Owner Council and LAS (Leaseholders across Southwark) 2000 and reported in March 2012. On 17 April 2012 the cabinet approved the report including its 14 recommendations. These recommendations cover a range of service issues across the Housing Services department; this paper sets out officers’ response to each of the recommendations.

RECOMMENDATIONS FROM SUB-COMMITTEE/ UPDATED RESPONSE

- a) **During the scrutiny the sub-committee felt that, as a general principle, the more information that could be given to leaseholders to allow them to scrutinise their own service charges, the better. Leaseholders themselves have a strong financial incentive to ensure they are getting value for money. The council should seek to maximise their involvement in checking that bills are accurate. Interviews with staff from the Home Ownership and Tenant Management Initiative Division also showed that they thought providing leaseholders with more detailed information helped to improve the accuracy of charging. In keeping with this principle, full details of how the actual service charge is calculated should be provided online, rather than waiting for individual requests for this information. Currently, these details are only provided on request, after the actual bill has been issued. The completion of the BAR project should assist officers in providing this additional information.**

Agreed. The first phase of the BAR (Billing and Accounts Receivable) project went live on the 24th February 2012 giving each leaseholder their own single invoiced based account. The second phase of the project is now underway to enable leaseholders to access to their individual accounts on line using the BAR self serve facility. This is currently being tested and will, when released, allow leaseholders to look at their individual accounts, invoices and breakdown of charges within those invoices.

- b) **Steps should be taken, as an extension of the BAR Project to make available online details of major works and annual service charges relating to individual leaseholders. Leaseholders would then be able to see an on-going calculation of the charges being levied and to hold the council and its contractors to account for works which are being charged for. Leaseholders should be issued with details of an individual account to which they can log-on and see details of the annual and major works service charge calculations to which they are subject.**

Agreed. Future phases of the BAR system will involve leaseholders being able to access communal repair records as repairs are ordered and paid so as to understand which repairs will be included in future invoices.

- c) **Clearly there are certain legal requirements around service of invoices; notices etc. which mean electronic communication cannot currently replace letters. However, leaseholders should be able to opt to receive more of the necessary correspondence from the council via email rather than paper letter.**

Agreed. Home Ownership and Tenant Management Initiatives Division already respond via e-mail when correspondence is received by e-mail. Statutory notices and invoices still need to be sent to a property address. There is an issue with keeping e-mail addresses up to date,

but with the advent of self serve (see 3.1 ante) there is no reason why home owners should not be able to opt in to receiving certain information via e-mail rather than post. This could include their statements of account. This would resolve the problem of keeping e-mail addresses up to date as it would be the responsibility of the home owner to update their details on their own account.

- d) **Given the problems outlined in this report (and previous scrutiny reports), very serious consideration should be given to whether or not a contracted out model of repairs is the most suitable for a service which needs to be flexible and subject to direct management control of senior managers. This recommendation should be borne in mind during the decision making process regarding the reconfiguration of repairs services.**

Agreed. However, there are issues with awarding the whole of the repairs and maintenance contract to an internal provider. Statutory consultation with leaseholders under section 20 Landlord and Tenant Act 1985 (as amended) would not apply, because a service level agreement is not a qualifying long term agreement. What would be required is that any job which would cost any leaseholder more than £250 as a service charge would have to be subject to full statutory consultation, obtaining at least two quotes and offering leaseholders the opportunity to nominate contractors. This would be particularly prevalent for street properties and small blocks. It would add a minimum of two months to the current process, making it difficult to carry out some routine repairs and maintenance in a timely fashion. It could also impinge on the response in 3.1 and 4.1 ante.

The Council is currently considering its strategy for providing a repairs and maintenance service with a view to procuring a new long term repairs and maintenance contract. The Housing Services Department will be taking the opportunity to look at all aspects of such a contract, including the contract management. One suggestion is the formation of a communal repairs team which would provide a necessary level of knowledge and expertise in the pre-inspection, ordering and post inspection of communal repairs, particularly in regard to the potential resultant service charges.

This is a timely recommendation: the Council is proposing to end the contract with Vangent and bring this aspect of the current service in-house. In addition, the Project Board which deals with the procurement of the repairs service in the south of the borough will be carrying out an options appraisal which will include the potential to internalise the repairs service across the whole borough. Initial proposals are that the SBS (Southwark Building Services) remit be extended to cover the whole borough in relation to void repairs and the emergency call out service.

- e) **Council officers responsible for signing off work should be encouraged to refuse to pay contractors for poor quality or incomplete work. The case studies outlined in this report show that there are incidents in which this happens and this must come to an end.**

Agreed. Within the Major Works Division all works are signed off by a qualified surveyor prior to payment certificates being approved for payment. A full audit trail is available to leaseholders upon request. The Maintenance and Compliance Division has confirmed that whilst there is increased post-inspection of work for responsive repairs, the quantity of repairs carried out each year does mean that only a small proportion can be inspected. On average the Council carries out 260,000 repairs per year, of which 25,000 are pre or post inspected. On average just over 13,000 are post inspected, although these figures do not include inspections carried out by the contractors. Greater resources are concentrated on communal repairs – although there are non-communal repairs which do have to be inspected. Council officers are identifying trends in repairs costs/variations and problems – and the level of defaults has risen. The name of the officer is included on post-inspection sign-offs when they are carried out and officers are expected to refuse payment or request credit where work is not to a sufficient standard or has not been done. The creation of a communal repairs team would also increase the knowledge and expertise in this area.

- f) **The signing-off of poor quality or unfinished works and repairs continues to be a problem. To help address this, the name of the individual officer who has signed off works should be attached to all works and repairs. The name of the officer should be available to leaseholders as part of the information they will be able to access online about ongoing and recently completed works. (See recommendation 2). The name of the officer signing off works should, in essence, be publicly available. This will encourage clearer lines of responsibility for the signing off of work.**

Agreed – see above. There are a number of communal repairs which are raised by Resident Officers – the name of the officer should be on the system so that they can be identified. There are a large number of small repairs raised on estate inspections – and these should be picked up and inspected automatically at the next estate inspection or estate action day. The creation of a communal repairs team would increase the knowledge and expertise of the relevant officers in this area.

- g) **In 2012, the Housing & Community Safety Scrutiny Sub-committee dedicates a meeting to the council's work on contract management in Housing. This should be attended by Councillor Ian Wingfield (Cabinet Member for Housing), Gerri Scott (Strategic Head of Housing Management), David Lewis (Head of Maintenance and Compliance) and David Markham (Head of Major Works) to review progress on the council's work to tighten up contact management (both on major works and service contracts) by Southwark's Housing Department. A report will be published by the sub-committee on the progress of this work.**

Agreed.

- h) **It is clear that the ability for leaseholders to “drop in” to the Home Ownership and Tenant Management Initiatives office and speak to a person face to face is highly valued by leaseholders. Whatever**

changes are made in the future, this aspect of the service should be maintained.

Agreed. HO&TMI are due to move to the old Abbeyfield Housing Office in Rotherhithe in June 2012. The Abbeyfield office has better reception facilities, so the service should be enhanced. Transport links to the new office are also better, as there is a tube station close by, along with the overground and bus routes.

- i) **Improvements need to be made in cross-departmental working. Works needs to continue to be done in getting officers in the wider Housing Department to work more closely with officers in HO &TMI, and vice versa. The newly appointed senior management team should be supported in their efforts to encourage collaborative and supportive working across divisions in the housing department. Where silos continue to exist, managers need to give consideration to how more co-operative working can be encouraged.**

Agreed. Following discussions between senior officers in each division it has been agreed that senior officers from the HO&TMI, Area Management, Maintenance and Compliance and Major Works divisions meet on a regular basis to discuss areas of concern and put agreed processes in place to resolve issues. The Head of HO&TMI has agreed to repeat previous training with current senior managers in the other three divisions who will then disseminate to staff. Home Ownership officers will continue to meet regularly with Maintenance and Compliance division colleagues to review communal repairs orders. Home Ownership officers will attend estate action days to provide advice on leaseholder/service charge issues to gain a greater understanding of the work of other divisions.

- j) **Given the consensus that there is a clear lack of appreciation of leaseholder issues by housing management staff, the sub-committee wishes to suggest two possible options which could be considered as ways of rectifying this problem:**
- I. **Expand the remit and function of HO & TMI to take on a more general housing management role and activities to cover these issues; or**
 - II. **Have a dedicated leaseholder officer based in each of the other housing management services who may or may not come under the HO & TMI but will have to liaise and report to it.**

There should also be increased training and raising awareness amongst staff dealing with leaseholders, promoting a more integrated system.

Agreed. There is no longer a Housing Management service per se – there are now three Divisions within the new Housing Services Department which deal with housing management issues – Area Management, Major Works and Maintenance and Compliance. All three have been approached with regard to these recommendations.

Area Management has agreed that recommendation 10(b) should be accepted. The division will give a 'leasehold management' portfolio to a senior officer in each of the two areas and will nominate 'leasehold management' champions in the area teams. The Heads of Major Works and Maintenance and Compliance have confirmed that all members of their teams have to have expertise in leasehold management issues and have to work closely with HO&TMI officers already, in order to progress both major works and repairs contracts. They do not believe that a dedicated officer in the team will bring any other benefits, but would prefer to ensure that all staff within their divisions understands home owner issues. As stated for recommendation 7, the Heads of Major Works and Maintenance and Compliance will have regular liaison meetings between MW, M&C and HO&TMI Divisions.

The Head of HO&TMI has carried out training with housing management previously. In addition, other HO officers have carried out training with particular groups of staff on home ownership issues. HO&TMI will carry out further training with senior officers within each division which should then be disseminated to other officers.

- k) HO &TMI must be made aware of works which would involve charges (and therefore a section 20 consultation) for leaseholders. Failing to do so is essentially leading to tenants subsidising leaseholders. These incidents should no longer be allowed to "slide". Prior to this recommendation being implemented, senior managers in the housing department should inform the relevant managers and officers that a new, firmer approach is being taken on this issue.**

Agreed. HO &TMI meet with Maintenance and Compliance on a monthly basis and will continue to identify errors. Training has been carried out and procedure notes provided. The procurement of the new repairs and maintenance contract will provide the opportunity for the Housing Services Department to look at its procedures in this respect, in particular with regard to inputting a flag onto the system to identify the consultation limits for each block.

- l) A new two-tier system of charges should be introduced to cater for requests to make minor changes to properties. The current flat rate £193 charge should be replaced so that leaseholders making requests for minor changes should be charged significantly less than those making requests to make major changes.**

Agreed and implemented. The Housing Services – Fees and Charges 2012/13 IDM decision dated 15 February 2012 created a tiered fee system for consents. In the case of the permission requests fee, the proposed charge for minor alterations (£75), internal works (£213) and structural alterations (£325) all of which were covered by the previous £203 fee, have been introduced to appropriately reflect the variation in the level of work required for minor, normal and retrospective permissions.

- m) The sub-committee accepts that it would be sensible to investigate further offering leaseholders the option of a fixed service charge**

which incorporates both the annual services charge and major works service charges. The cabinet member and director should be urged to review counsel's advice already received, make a thorough assessment of the financial implications for the council, and see whether any difficulties need to be overcome in order to make this option available to leaseholders.

Agreed. HO&TMI have held an initial meeting with the Head of Legal Services to appoint a suitably experienced counsel and will have on-going discussions. Should there be no impediment, and the Cabinet agrees, then HO&TMI will offer all leaseholders the opportunity to surrender and renew their lease on a fixed service charge basis. The fixed service charge would incorporate an amount for future major works as well as the annual service charge, and will take into account works carried out in the past. Leaseholders will not have the opportunity to "swap back" once major works have taken place. The offer will be made once, and left open for a period of time, but not indefinitely. The scheme could be repeated in the future.

- n) That all recommendations of the Grant Thornton report be speedily implemented.**

Agreed. It is anticipated that all of the recommendations will have been implemented in the near future. There are currently 6 recommendations out of 17 that have not been yet been completed but these are mainly the longer term issues and all are due to complete during 2012. Further monitoring is taking place on some of the completed recommendations.

- o) The sub-committee (or its successor) should return to this subject in twelve months' time to assess what progress has been made with regard to the recommendations made in this report.**

Agreed – see recommendation 2 to this report.

KEY ISSUES FOR CONSIDERATION

Community impact statement

4. There are approximately 15,000 home owners who pay service charges to the Council. Of these approximately 4,500 do not live in the property, most of whom rent it out and receive an income. Approximately 500 of these home owners are not people but companies.
5. Over 70% of current home owners are not the original right to buy applicants, but have purchased on the open market. In many cases the property has been sold on more than once. For these reasons it is impossible to identify the age, ethnicity, disability or religious background of our home owners.
6. Within a ring-fenced housing revenue account it is imperative that home owners pay their fair share of the cost of services and management, including repairs. If home owners do not pay their fair proportion then the burden falls on the rent payers and the general public (through, for example, housing benefit). It is inequitable that the cost of home ownership should be subsidised by those who cannot afford owner occupation and the tax payer.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Communities, Law & Governance

7. As per Officer's response (c), Southwark's standard form residential leases provide that any notices shall be served in accordance with Section 196 of the Law of Property Act. Section 196 provide that the notice must be in writing, and shall be served by either leaving at the last known place of abode or business, by leaving on the land or building or by sending by registered post. Further, Section 233 of the Local Government Act 1972 provide that any such document may be given to or served on the person in question either by delivering it to him, or by leaving it at his proper address, or by sending it by post to him at that address.
8. As per Officer's response (d), under the Service Charges (Consultation Requirements) (England) Regulations 2003 an agreement with an internal provider is not a Qualifying Long Term Agreement and therefore statutory consultation under Section 20 of the Landlord and Tenant Act 1985 would not apply.
9. As per Officer's response (d), under Section 20 of the Landlord and Tenant Act 1985 and under the Service Charges (Consultation Requirements) (England) Regulations 2003 any works on a building or any other premises, that is works of repair, maintenance or improvements which are expected to cost over £250 per leaseholder are Qualifying Works and must be subject to full statutory consultation.
10. As per Officer's response (k), under the legislation referred to above, failure to follow the full statutory consultation process when required will result in the landlord not being able to recover service charges over £250 from any leaseholder.
11. Members are reminded that they must declare a personal interest if they are a leaseholder in the Borough or in cases where the matter affects the well-being or financial position of the member, the members of your family, or people with whom the member has a close association, more than it would affect the majority of people in the ward or electoral division affected by the decision, or in the authority's area or constituency. Regarding prejudicial interest it is likely that this matter falls into exempt category so no declaration is necessary, however this is a decision for members.

Finance Director

12. This report is primarily concerned with operational leaseholder issues pertaining to service delivery, account information and access and value for money and sets out how the council proposes to address the recommendations of the Housing & Community Safety Scrutiny sub-committee. As such there are no specific or quantifiable financial implications arising from the recommendations at this time, but it is anticipated that more robust monitoring of works contracts and the impending contract changes taking place during 2012 will lead to improved quality and better value for money being achieved for the benefit of both the council and leaseholders. Closer liaison between Home Ownership and Area Management and greater appreciation of leaseholder issues at a local level should also improve service delivery, whilst

the recent introduction of the BAR system now provides an enhanced level of customer account information that was not previously available.

13. The report also makes specific reference to the Grant Thornton Audit and it is important to recognise that the longer-term issues identified around greater transparency of costs, charging and account construction are progressing and due to be concluded by Autumn 2012.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Safety Scrutiny Report March 2012	160 Tooley Street, SE1 2QH	Shelley Burke, Head of Overview and Scrutiny Tel: 020 7525 7344

APPENDICES

No.	Title
Appendix 1	Action Plan

AUDIT TRAIL

Cabinet Member	Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Housing Management	
Lead Officer	Gerri Scott, Strategic Director of Housing Services	
Report Author	Martin Green, Head of Home Ownership and Tenant Management Initiatives	
Version	Final	
Dated	11 June 2012	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	11 June 2012	

Appendix 1 Leaseholder Service Charge Action Plan

No	Recommendation (see body of report for text)	Owner	Target date	RAG Assessment
a)	More information could be given to leaseholders to allow them to scrutinise their own service charges. (page 2 of report)	Martin Green / Paul Halpin	Dec 2012	
b)	The council should seek to maximise leaseholders involvement in checking that bills are accurate. (page 2 of report)	David Lewis / Louise Turff	Dec 2013	
c)	Steps should be taken, as an extension of the BAR Project to make available online details of major works and annual service charges relating to individual leaseholders. (page 2 of report)	Martin Green / Paul Halpin	Dec 2012	
d)	Leaseholders should be issued with details of an individual account to which they can log-on and see details of the annual and major works service charge calculations to which they are subject. (page 3 of report)	Gerri Scott / David Lewis	July 2012	
e)	Leaseholders should be able to opt to receive more of the necessary correspondence from the council via email rather than paper letter. (page 2 of report)	David Lewis / Dave Markham	Current	
f)	Serious consideration should be given to whether or not a contracted out model of repairs is the most suitable for a service which needs to be flexible and subject to direct	David Lewis / Dave Markham	Current	

No	Recommendation (see body of report for text)	Owner	Target date	RAG Assessment
	management control of senior managers. (page 4 of report)			
g)	Council officers responsible for signing off work should be encouraged to refuse to pay contractors for poor quality or incomplete work. (page 4 of report)	Dave Markham/David Lewis	Dec 2012	
h)	The name of the officer signing off works should, in essence, be publicly available. (page 4 of report)	Martin Green	Current	
i)	In 2012, the Housing & Community Safety Scrutiny Sub-committee dedicates a meeting to the council's work on contract management in Housing. This should be attended by Councillor Ian Wingfield (Cabinet Member for Housing), Gerri Scott (Strategic Head of Housing Management), David Lewis (Head of Maintenance and Compliance) and David Markham (Head of Major Works) to review progress on the council's work. (page 5 of report)	Martin Green	Dec 2012	
j)	Leaseholders should be able to continue to "drop in" to the Home Ownership and Tenant Management Initiatives office and speak to a person face to face. (page 5 of report)	Martin Green / Neil Brown	Dec 2012	
k)	Work needs to continue to be done in getting officers in the wider Housing Department to work more closely with	David Lewis	Current	

No	Recommendation (see body of report for text)	Owner	Target date	RAG Assessment
	officers in HO &TMI, and vice versa. (page 6 of report)			
l)	<p>Expand the remit and function of HO & TMI to take on a more general housing management role and activities to cover Leaseholder issues; or</p> <p>Have a dedicated leaseholder officer based in each of the other housing management services who may or may not come under the HO & TMI but will have to liaise and report to it.</p> <p>There should also be increased training and raising awareness amongst staff dealing with leaseholders, promoting a more integrated system.</p> <p>(page 6 of report)</p>	Martin Green	Completed	
m)	HO &TMI must be made aware of works which would involve charges (and therefore a section 20 consultation) for leaseholders. (page 6/7 of report)	Martin Green	Summer 2013	
n)	<p>A new two-tier system of charges should be introduced to cater for requests to make minor changes to properties.</p> <p>At its final meeting on Monday 28th May the Steering Group agreed that action plan was complete and we were now entering into a cycle of monitoring and report backs to</p>	Gerri Scott	Completed	

No	Recommendation (see body of report for text)	Owner	Target date	RAG Assessment
	Home Owner Council. (page 7 of report)			
o)	The cabinet member and director should be urged to review counsel's advice already received on offering fixed service charges, make a thorough assessment of the financial implications for the council, and see whether any difficulties need to be overcome in order to make this option available to leaseholders. (page 7 of report)	Martin Green	June 2013	
p)	All recommendations of the Grant Thornton report be speedily implemented.			
q)	The sub-committee (or its successor) should return to this subject in twelve months' time to assess what progress has been made with regard to the recommendations made in this report.			

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