

## Cabinet

Tuesday 17 September 2013

4.00 pm

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

### Membership

Councillor Peter John  
Councillor Ian Wingfield  
Councillor Fiona Colley  
Councillor Dora Dixon-Fyle  
Councillor Barrie Hargrove  
Councillor Richard Livingstone  
Councillor Catherine McDonald  
Councillor Victoria Mills  
Councillor Veronica Ward

### Portfolio

Leader of the Council  
Deputy Leader and Housing Management  
Regeneration and Corporate Strategy  
Children's Services  
Transport, Environment and Recycling  
Finance, Resources and Community Safety  
Health, Adult Social Care and Equalities  
Communities and Economic Wellbeing  
Culture, Leisure, Sport and Volunteering

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### INFORMATION FOR MEMBERS OF THE PUBLIC

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

Members of the committee are summoned to attend this meeting

#### Councillor Peter John

Leader of the Council

Date: 9 September 2013



# Cabinet

Tuesday 17 September 2013

4.00 pm

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

## Order of Business

Item No.	Title	Page No.
	<b>PART A - OPEN BUSINESS</b>	
	<b>MOBILE PHONES</b>	
	Mobile phones should be turned off or put on silent during the course of the meeting.	
<b>1.</b>	<b>APOLOGIES</b>	
	To receive any apologies for absence.	
<b>2.</b>	<b>NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT</b>	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
<b>3.</b>	<b>NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED</b>	1 - 3
	To note the items specified which will be considered in a closed meeting.	
<b>4.</b>	<b>DISCLOSURE OF INTERESTS AND DISPENSATIONS</b>	
	Members to declare any interests and dispensation in respect of any item of business to be considered at this meeting.	
<b>5.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>	
	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.	

Item No.	Title	Page No.
6.	<b>MINUTES</b>	4 - 17
	To approve as a correct record the minutes of the open section of the meetings held on 16 and 31 July 2013.	
7.	<b>DEPUTATION REQUESTS</b>	
	To consider any deputation requests.	
8.	<b>WALWORTH ROAD BUSINESS MIX (OVERVIEW AND SCRUTINY COMMITTEE)</b>	18 - 28
	To note the recommendations of the review of the Walworth Road Business Mix by the overview and scrutiny committee and to request that relevant cabinet members bring back a report in response to the report.	
9.	<b>CENTRE OF EXCELLENCE FOR OLDER ADULTS WITH DEMENTIA AND COMPLEX NEEDS</b>	29 - 45
	To note the response and engagement from the family carers, stakeholders and staff to the plans for the proposed Centre of Excellence and the decision taken by the cabinet member for health, adult social care and equalities to recognise the outcome of the feasibility work.	
10.	<b>HOME CARE ANNUAL CONTRACT PERFORMANCE REPORT</b>	46 - 56
	To note that the delivery of the contracts over the second year has met the council's requirements.	
11.	<b>CHILDREN AND YOUNG PEOPLE'S PLAN - SCRUTINY RECOMMENDATIONS</b>	57 - 58
	To consider the recommendations of the education, children's services and leisure scrutiny sub-committee.	
12.	<b>2013-16 CHILDREN AND YOUNG PEOPLE'S PLAN</b>	59 - 118
	To agree the proposed children and young people's plan for 2013 to 2016 be recommended to council assembly for adoption.	

Item No.	Title	Page No.
13.	<b>APPROVAL OF THE COUNCIL'S REVISED LOCAL IMPLEMENTATION PLAN DELIVERY PLAN, INCLUDING ANNUAL SPENDING SUBMISSION FOR 2014/15, INDICATIVE PROGRAMME TO 2016/17, REVISED TARGETS AND RELATED FUNDING BIDS</b>	119 - 135
	To agree the content of the council's proposed submission to (TfL) Transport for London.	
14.	<b>AIR QUALITY AND SCHOOLS IN SOUTHWARK</b>	136 - 145
	To note the progress made on working with schools to improve air quality.	
15.	<b>PHYSICAL ACTIVITY AND SPORT STRATEGY 2013-2017</b>	146 - 176
	To approve the physical activity and sport strategy and action plan for 2013-17.	
16.	<b>DISCRETIONARY HOUSING PAYMENTS (DHP) SCHEME AND THE HOUSING REVENUE ACCOUNT</b>	177 - 187
	To agree the provision of support to Local Authority tenants affected by reductions in housing benefit as a result of the social sector size criteria and agree that the council should allow £1 million to be used from the housing revenue account to provide financial support to tenants whose entitlement to housing benefit entitlement has been reduced.	
17.	<b>REVENUE MONITORING REPORT FOR QUARTER 1, 2013/14, INCLUDING TREASURY MANAGEMENT</b>	188 - 200
	To note: the general fund outturn forecast for 2013/14 and forecast net movement in reserves by department, the housing revenue account's (HRA) forecast outturn for 2013/14 and resulting forecast movement in reserves, the treasury management activity for the first quarter of 2013/14, the forecast performance for the collection of council tax, and the forecast performance for the collection of business rates and the risks associated with the business rate retention scheme.	
	To approve the general fund budget movements that exceed £250,000.	
18.	<b>QUARTER 1 CAPITAL MONITORING FOR 2013/14</b>	201 - 228
	To note the general fund capital programme and the housing investment programme for 2013/14. To approve funded virements and variations to the general fund and housing investment programme and the re-profiling of the expenditure and resources.	



<b>Item No.</b>	<b>Title</b>	<b>Page No.</b>
<b>19.</b>	<b>MOTIONS REFERRED FROM COUNCIL ASSEMBLY</b>	229 - 241

To consider motions referred from council assembly 10 July 2013:

- Welfare reform
- Drummer Lee Rigby and faith communities in Southwark
- Surrey Docks Brown Brick
- East Dulwich and Rye Lane Crown Post Offices
- Door entry for the Dickens Estate
- 'Robin Hood Tax'
- Northern Line extension

<b>20.</b>	<b>WILKINSON HOUSE, DEWAR STREET, LONDON SE15</b>	242 - 246
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To agree the surrender of the lease for the property.

<b>21.</b>	<b>GATEWAY 2 - CONTRACT AWARD APPROVAL: SEMI-INDEPENDENT LIVING SERVICE</b>	247 - 262
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To approve the award of a semi-independent living service framework for children in care.

<b>22.</b>	<b>GATEWAY 2 - CONTRACT AWARD APPROVAL: INDEPENDENT FOSTERING SERVICES</b>	263 - 281
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To approve the award of an independent fostering service framework for children in care.

## **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.”

**Item No.**

**Title**

**Page No.**

**PART B - CLOSED BUSINESS**

**23. MINUTES**

To approve as a correct record the closed minutes of the meetings held on 16 and 31 July 2013.

**24. WILKINSON HOUSE, DEWAR STREET, LONDON SE15**

**25. GATEWAY 2 - CONTRACT AWARD APPROVAL: SEMI-INDEPENDENT LIVING SERVICE**

**26. GATEWAY 2 - CONTRACT AWARD APPROVAL: INDEPENDENT FOSTERING SERVICES**

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

Date: 9 September 2013

## **Notice of Intention to conduct business in a closed meeting, and any representations received**

### **Cabinet 17 September 2013**

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that the council give a 28 notice period for items to be considered in private/closed session. This has been implemented through the publication of the council's forward plan.

The council is also required under these arrangements to give a further five days notice of its intention to hold the meeting or part of the meeting in private/closed session and give details of any representations received in respect of the private meeting.

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 17 September 2013 at 4.00pm, Council offices, 160 Tooley Street, London SE1 2QH will be held partly in closed session for consideration of the following items listed on the agenda:

- Item: 20**      Wilkinson House, Dewar Street, London SE15
  
- Item: 21**      Gateway 2 – Contract Award Approval: Semi-independent Service
  
- Item: 22**      Gateway 2 – Contract Award Approval: Independent Fostering Services

The proper officer has decided that the agenda papers should not be made available to the press and public on the grounds that they involve the likely disclosure of confidential or exempt information as specified in categories 1 - 7, of the Access to Information Procedure Rules of the Constitution. The reason for both reports is that they contain information falling within category 3: information relating to the financial affairs of any particular person (including the authority holding that information).

In most cases an open version of a closed report is produced and included on the agenda.

No representations have been received in respect of the items listed for consideration in closed session. Any representations received after the issuing of this notice will be reported at the meeting.

Ian Millichap,  
Proper Constitutional Officer

**Dated:** 9 September 2013

## NOTIFICATION OF CLOSED BUSINESS FOR URGENT CONSIDERATION BY AN EXECUTIVE DECISION MAKING BODY

The required 28 days notice relating to a decision likely to be considered in closed session has not been given on the forward plan in respect of the decision detailed in this document. The matter is considered to be urgent and cannot be reasonably deferred for a further 28 days to enable the required notice to be given. Details of the issue are set out below.

Note: This notice applies to meetings of the cabinet, cabinet committee or community councils considering an executive function.

### DECISION MAKER

**Name of decision maker:** Cabinet

**Date of meeting:** 17 September 2013

### LEAD OFFICER DETAILS

**Name and contact details:** Jeremy Pilgrim, Head of Property  
020 7525 1133 or email: [jeremy.pilgrim@southwark.gov.uk](mailto:jeremy.pilgrim@southwark.gov.uk)

### DETAILS OF THE REPORT

**Title and brief description of the nature of the business to be considered:**

Wilkinson House, Dewar Street, London SE15

To accept a surrender of the lease of this property on the terms set out in the closed version of the report.

- *Why the decision is urgent and cannot be reasonably deferred i.e. Why it cannot wait a further 28 days or more to enable the required notice to be given?*

The decision cannot wait until the publication of the next forward plan because the lease is held by a receiver who is duty bound to obtain best terms for creditors within a limited timescale.

- *What is the potential cost to the council if the decision is delayed?*

If the decision is delayed there is substantial risk the receiver will seek to agree terms with a third party.

The potential loss is highlighted within the closed report but would amount to a substantial loss of capital receipt on subsequent disposal as well as loss of short term occupational opportunity.

Approval of this decision

- *How long has the department known the decision required a closed report?*

The department has only known since terms were agreed with the receiver. Confirmation of these terms were received on the 6 August 2013.

- *If scheduled on the forward plan, what's changed to make this request necessary i.e. why a closed report is now necessary?*

The closed report is necessary as the decision is with cabinet and the negotiated terms (value) is commercially sensitive.

**Ian Millichap**  
**For Proper Constitutional Officer**  
**Dated: 9 September 2013**



## Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 16 July 2013 at 4.00pm at the Council Offices, 160 Tooley Street, London SE1 2QH.

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**PRESENT:** Councillor Peter John (Chair)  
Councillor Ian Wingfield  
Councillor Fiona Colley  
Councillor Dora Dixon-Fyle  
Councillor Richard Livingstone  
Councillor Catherine McDonald  
Councillor Victoria Mills  
Councillor Veronica Ward

### 1. APOLOGIES

Apologies for absence were received from Councillor Barrie Hargrove.

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

The chair gave notice that the following late items would be considered for reasons of urgency, to be specified in the relevant minute:

Item 8 – Deputation requests

Item 24 – Investigation into Asbestos Incident, Westonbirt Court

### 3. NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED

No representations were received in respect of the items listed as closed business for the meeting.

### 4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

In respect of item 23, Primary Investment Strategy, Councillor Fiona Colley declared that she had a young child that will be of primary school age in 2016. However she had received advice from the legal department that this was not a disclosable interest.

Councillor Victoria Mills also declared that she had a young child that will be of primary school age in 2016.

## 5. PUBLIC QUESTION TIME (15 MINUTES)

Question to Councillor Veronica Ward from Janet Morris (Joint Co-ordinator, What Next? Southwark):

“What Next? Southwark is a movement of cultural practitioners from across disciplines in the Southwark area. Can What Next? Southwark be included as a partner to enable members to work collaboratively with the Council to implement the Cultural Strategy Action Plan 2013-18?”

Response by Councillor Veronica Ward:

“We very much welcome opportunities to work in partnership with a range of organisations in order to deliver our new cultural strategy. We want to do this in a co-ordinated way and officers will be arranging a series of meetings to carry forward the implementation of the strategy. I will ensure that What Next? Southwark is invited to participate in this process.”

## 6. MINUTES

### RESOLVED:

That the open minutes of the meeting held on 26 June 2013 be approved as a correct record and signed by the chair.

## 7. DEPUTATION REQUESTS

This item had not been circulated five clear days in advance of the meeting. The chair agreed to accept the item as urgent as the request had been submitted in line with the constitutional deadline for the receipt of deputation requests and was therefore eligible for consideration by cabinet.

### RESOLVED:

That the deputation request be heard.

### Futures Steering Board

The cabinet received a deputation from the Futures Steering Board in respect of the issues contained in the Housing Commission report and the key strategic challenges facing council housing in Southwark at the moment.

The deputation supported the council’s ambition to build 1,000 new homes but urged the council to build thousands more. The deputation stressed that new homes were desperately needed to help address the growth of the housing register.

## 8. INDEPENDENT HOUSING COMMISSION - CONCLUSIONS AND NEXT STEPS FOLLOWING COMMUNITY AND STAKEHOLDER ENGAGEMENT

The leader of the council reported that the cabinet would give a commitment to build ten thousand more new homes in the next 25 years. This was in addition to the commitment already given to build one thousand new council homes.

### RESOLVED:

1. That the outcomes of the community engagement on the report of the Independent Housing Commission be noted, in particular the clear weight of opinion that:
  - Council housing should be for people for whom the private rented sector is unaffordable, who are in low paid work, beyond retirement age or unable to work (e.g. through illness or disability) and who have a local connection with the borough
  - The council should invest in its housing stock to provide good quality homes for all its tenants
  - The council should provide as many homes at genuinely affordable rents as possible and should look creatively at different options for financing and managing the delivery of new council homes
  - The council's housing stock should be better managed and there is a significant appetite among council tenants and homeowners for more resident involvement in housing management, more tenant management initiatives and for exploring partnership working with other social housing providers, where this makes sense for a particular estate or locality.
2. Cabinet notes the very high level of participation of tenants, homeowners and other residents in the community conversations about the future of housing and thanks them all for their thoughtful and constructive contributions.
3. That the specific input of the Futures Steering Board of council tenant and homeowner representatives be noted and thanks them for their work.
4. That the specific view expressed by Homeowners' Council that there is now greater professionalism and focus to the council's work with homeowners but a need to continue to address the concerns of leaseholders and homeowners be noted.
5. That the outcomes of the wider stakeholder engagement with other local authorities, housing associations and representatives of regional and national government commissioned from The Smith Institute be noted.
6. That the detailed evaluation of the Independent Housing Commission's findings commissioned from Savills, which comprises a high level financial and housing stock options appraisal, informed by the most recent stock condition survey, the council's existing housing investment programme and relevant national policy developments (e.g. the Right to Buy scheme) be noted.



7. That the council's commitment to council housing as a community asset for the long term benefit of Southwark residents and to championing the mixed and diverse communities which make Southwark such a successful and liveable borough be restated.
8. That any wholesale or large-scale transfer of its housing stock to another provider be ruled out.
9. That amendments proposed to the council's lettings policy, the report of which appears elsewhere on the agenda, including the proposal to extend the local residency qualification for joining the housing register from 6 months to 2 years be noted.
10. That the strategic director of housing and community services
  - Bring back proposals to September cabinet on how to increase resident involvement in managing council housing and, in particular, how to encourage more tenant management organisations;
  - Bring back an action plan to September cabinet for the continued improvement of leasehold management services;
  - In consultation with the strategic director of finance and corporate services, undertake further detailed assessment of the financial performance of the council's housing assets alongside an assessment of the extent to which they meet the council's overall social housing objectives and develop long term plans for delivering the cabinet's commitment to build ten thousand more council homes in the future.
11. That in recognising the important role that other social housing providers and the private sector have in meeting the totality of housing needs in the borough, the director of corporate strategy be instructed to review the council's housing strategy across all tenures and sectors, having regard to the detailed assessment of the council's own stock referred to in 6 above.

## **9. LETTINGS POLICY REVIEW**

### **RESOLVED:**

1. That the results of the lettings policy review consultation be noted.
2. That the final recommendations of the lettings policy review be agreed with a view to implementing the amendments to the housing allocations policy as outlined in sections 20 to 123 of the report and with the timescale for implementation noted alongside each recommendation.
3. That it be noted that the amended housing allocations policy will be brought back to the deputy leader of the council and cabinet member for housing management under individual decision making in October 2013.

**10. REPORT INTO MAJOR WORKS AT DRAPER HOUSE (HOUSING, ENVIRONMENT, TRANSPORT AND COMMUNITY SAFETY SCRUTINY SUB-COMMITTEE)**

The chair of overview and scrutiny committee, Councillor Catherine Bowman presented the report.

**RESOLVED:**

1. That the recommendations of the review of major works at Draper House be noted, and that the relevant cabinet members bring back a report to cabinet, in order to respond to the overview and scrutiny committee, within eight weeks.
2. That cabinet review decision-making for the letting of contracts for housing works under the partnering arrangements and generally review the effectiveness of those arrangements.

**11. CULTURAL STRATEGY 2013-2018**

**RESOLVED:**

1. That the cultural strategy and action plan for 2013-18 as set out in Appendix 1 of the report be approved.
2. That officers bring a further report on progress with implementation within 18 months of the approval date of this report.

**12. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - SUPPLY OF ELECTRICITY TO QUARTERLY BILLED SITES**

**RESOLVED:**

1. That the use of the Laser consortium arrangement for the purpose of purchasing the supply of electricity to quarterly billed sites for a period of two years and six months from 1 April 2014 to 30 September 2016, at an estimated cost of £4.37m per annum, totalling an estimated cost of £10.9m be approved.
2. That authority be delegated to the strategic director of environment and leisure to award the contract and agree the purchasing options to be outlined in the gateway 2 report.

**13. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - NURSING CARE DEMAND LED CONTRACTS**

**RESOLVED:**

1. That the procurement strategy outlined in the report, namely to enter into single supplier negotiations with the two in-borough nursing care home providers in order to establish two demand led contracts for nursing care placement for the elderly and chronically disabled be approved.
2. That it be noted that the anticipated contract value for the two contracts will be in the region of between £5.8m and £6.3m per annum, making an anticipated total contract value in the region of between £23.2 and £25.2m over the four years life time of the contracts.
3. That it be noted that contract one will be with HC1, to cover two nursing home sites at Tower Bridge Road and Camberwell Green and contract two will be with Four Seasons, to cover a single site at Burgess Park nursing home.

**14. WALWORTH TOWN HALL - A STRATEGIC VISION FOR THE REBUILT TOWN HALL**

**RESOLVED:**

1. That the high level vision for the Walworth Town Hall as set out in paragraph 14 of the report be approved.
2. That officers agree a consultation plan with the cabinet member for regeneration and corporate strategy for a consultation process to establish whether there is support for the approved vision.
3. That officers report back by February 2014 with the results of the consultation exercise and proposals for a full project mandate for the rebuilding of the Walworth Town Hall. The report to also address potential funding streams, interim arrangements for library and museum provision, revenue/capital cost implications and explore delivery options.

**15. DULWICH SUPPLEMENTARY PLANNING DOCUMENT**

**RESOLVED:**

That the Dulwich Supplementary Planning Document (Appendix A of the report) be adopted and the sustainability appraisal (Appendix B of the report), the equalities analysis (Appendix C of the report) and the consultation report (Appendix D of the report) be noted.

**16. QUARTERLY CAPITAL MONITORING OUTTURN REPORT 2012/13****RESOLVED:**

1. That the outturn position for 2012/13 for the general fund capital programme including the overall position of the programme for the period 2012/13 to 2021/22 as detailed in Appendix A and D of the report be noted.
2. That the outturn position for 2012/13 for the housing investment programme, including the overall position of the programme for the period 2012/13 to 2015/16, as detailed in Appendix B of the report be noted.
3. That the virements and funded variations to the general fund and housing investment capital programme as detailed in Appendix C of the report be approved.
4. That the re-profiling of the expenditure and resources in the new financial year 2013/14 in light of the 2012/13 outturn position for both the general fund and housing investment programmes as detailed in Appendix A, B and D of the report be approved and it be noted that further re-profiling will be required during 2013/14 based on more up to date information available at that time.

**17. EAST DULWICH ESTATE - BADMINTON HOUSE OPTIONS APPRAISAL****RESOLVED:**

1. That the consideration of the options for refurbishing and retaining Badminton House be noted.
2. That the financial implications of the three options be noted.
3. That the revised strategy of retention for Badminton House be approved and that option 2, to refurbish and relet with private sale of 2 x 2 beds and the drying room conversion, described in paragraph 14 of the report as the way forward for the block be agreed.

**18. 143 COPLESTON ROAD, EAST DULWICH SE15 4AQ - DISPOSAL OF FREEHOLD INTEREST****RESOLVED:**

1. That the head of property be authorised to dispose of the council's freehold interest in 143 Copleston Road, East Dulwich, SE15 (the "property"), for a sum that equates to the market value of the property.
2. That the earmarking of the capital receipt for the purposes of funding the housing investment programme be authorised.

**19. DISPOSAL OF PROPERTY AT WOOD'S ROAD, LONDON SE15****RESOLVED:**

1. That the disposal of the site at Wood's Road Peckham as shown hatched black on the plan attached to the report ("the site") to the bidder and on the terms identified on the closed agenda report, subject to any further negotiations considered necessary by the head of property be approved.
2. That the disposal of the site to an alternative buyer on terms to be approved by the head of property at not less than the best consideration that can reasonably be obtained should the preferred disposal not proceed within a reasonable time be approved.

**20. DISPOSAL OF FORMER CAR POUND, MANDELA WAY, SE1****RESOLVED:**

1. That approval be given for the disposal of the 250 year leasehold interest in the car pound at Mandela Way, London SE1 ("the property"), as shown edged with the bold line on the plan attached to the report, to the purchaser identified and on terms set out in the accompanying closed agenda report, subject to any further negotiations considered necessary by the head of property be approved.
2. That should the sale not proceed to completion within a reasonable time as determined by the head of property, the property be offered to an alternative bidder or subsequent to that be offered for sale on the open market and sold on terms to be approved by the head of property for a sum that represents best consideration.

**21. REVENUE OUTTURN REPORT 2012/13, INCLUDING TREASURY MANAGEMENT****RESOLVED:**

1. That the general fund outturn for 2012/13 and movement on reserves be noted.
2. That the housing revenue account's (HRA) outturn for 2012/13 and movement on reserves be noted.
3. That the general fund budget movements as set out in Appendix A of the report be approved.
4. That the schools budget outturn, which has been taken to the dedicated schools grant reserve be noted.
5. That the collection fund's year-end surplus be noted.
6. That the treasury management activity for the year be noted.

**22. REGENERATION RISK REGISTER AND ARCHIVE RECORDS OF HOUSING ESTATES****RESOLVED:**

1. That regeneration risk registers are not published online but that risk and risk management are considered as part of project communication plans to ensure that risk information is available online, and via other mediums, in order that stakeholders are aware of risks and the strategies to manage them.
2. That it be noted that regeneration risk registers have been reviewed and amended as necessary in consideration of the concerns raised by overview and scrutiny committee in relation to National Planning Policy Framework and that the cabinet member for regeneration has been briefed directly on the implications of paragraph 173 of the National Planning Policy Framework.
3. That the actions taken by housing and community services to date, and those planned, to improve the accessibility and completeness of building archive information and the potential need for investment to support this be noted.

**23. PRIMARY INVESTMENT STRATEGY****RESOLVED:**

1. That the forecast demand for primary places and associated need for the creation of additional capacity within Southwark's primary estate be noted.
2. That approval of the proposed primary investment programme outlined in table 3 and paragraphs 45 and 46 of the report be confirmed.
3. That initial consultations on the statutory proposals to permanently enlarge the seven schools identified in paragraph 49 of the report be opened.
4. That the approval of budgets for individual permanent expansion projects within the programme budgets identified within the report be delegated to the strategic director of children's and adults' services
5. That the potential capital liabilities in future years and that ongoing engagement with the Department for Education will be required to ensure funding is sufficient to meet the requirement for new places be noted.
6. That it be noted that the strategic director of children's and adults' services will approve a programme of temporary expansion for 2014/15 by autumn 2013.

## 24. INVESTIGATION IN TO ASBESTOS INCIDENT, WESTONBIRT COURT

This item had not been circulated five clear days in advance of the meeting. The chair agreed to accept the item as urgent as the interim contract for repairs and maintenance for the south of the borough expires on 2 October 2013. A decision to award a long term contract or to pursue an alternative option was required urgently in order to allow a smooth transition and continuity of service to tenants and residents. The decision to award the contract was deferred from 26 June cabinet in order to allow a full investigation in to the asbestos incident. A special cabinet meeting will be arranged for later in July to allow cabinet time to consider the findings of the investigation before considering a report on the long-term contract award.

### RESOLVED:

#### Decisions of the Cabinet

1. That the contents of the two investigation reports into the asbestos incident at Westonbirt Court included as appendices to the report be noted.
2. That a further report be received at a special cabinet meeting regarding the award of the repairs and maintenance contract for the south of the borough.
3. That officers' recommendations in the internal investigation report at Appendix 1 of the report be noted.

#### Decision of the Leader of the Council

4. That the monitoring of the implementation of the recommendations (referred to in 3 above) be delegated to the deputy leader and cabinet member for housing management.

### EXCLUSION OF PRESS AND PUBLIC

It was moved, seconded and

### RESOLVED:

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

The following is a summary of the closed part of the meeting.

## 25. MINUTES

The closed minutes of the meeting held on 26 June 2013 were approved as a correct record and signed by the chair.

**26. DISPOSAL OF PROPERTY AT WOOD'S ROAD, LONDON SE15**

The cabinet considered the closed information relating to this item. See item 19 for the decision.

**27. DISPOSAL OF FORMER CAR POUND, MANDELA WAY, SE1**

The cabinet considered the closed information relating to this item. See item 20 for the decision.

The meeting ended at 6.18pm.

**CHAIR:**

**DATED:**

**DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 24 JULY 2013.**

**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.**





## **Cabinet (Special)**

MINUTES of the OPEN section of the Cabinet held on Wednesday 31 July 2013 at 4.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Peter John (Chair)  
Councillor Ian Wingfield  
Councillor Fiona Colley  
Councillor Dora Dixon-Fyle  
Councillor Richard Livingstone  
Councillor Catherine McDonald  
Councillor Victoria Mills  
Councillor Veronica Ward

### **1. APOLOGIES**

Apologies for absence were received from Councillor Barrie Hargrove.

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

There were no late items.

However, the chair gave notice of a late request received from UCATT to address the meeting in respect of item 5, Gateway 2: Contract Award Approval – Long Term Repairs and Maintenance Contract.

### **3. NOTICE OF INTENTION TO CONDUCT BUSINESS IN A CLOSED MEETING, AND ANY REPRESENTATIONS RECEIVED**

No representations were received in respect of the item listed as closed business for the meeting.

### **4. DISCLOSURE OF INTERESTS AND DISPENSATIONS**

There were no disclosures of interests or dispensations.

**5. GATEWAY 2: CONTRACT AWARD APPROVAL - LONG-TERM REPAIRS AND MAINTENANCE CONTRACT**

A representative of UCATT addressed the cabinet meeting to make their case for returning the repairs and maintenance contract back to the DLO (Direct Labour Organisation).

**RESOLVED:**

That the award of the repairs and maintenance contract covering Camberwell, Peckham, Peckham Rye, Nunhead and Dulwich (and borough wide temporary accommodation) to Mears Ltd for an annual value of up to £11m to commence from 3 October 2013 for five years with the option to extend for a further period up to five years (three plus two years), subject to performance, making an estimated contract value of £110,000,000 be approved.

**EXCLUSION OF PRESS AND PUBLIC**

It was moved, seconded and

**RESOLVED:**

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

The following is a summary of the closed part of the meeting.

**6. GATEWAY 2: CONTRACT AWARD APPROVAL - LONG-TERM REPAIRS AND MAINTENANCE CONTRACT**

The cabinet considered the closed information relating to this item. See item 5 for decision.

The meeting ended at 5.00pm.

**CHAIR:**

**DATED:**

**DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, THURSDAY 8 AUGUST 2013.**

**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.**

<b>Item No.</b> 8.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Walworth Road Business Mix (Overview & Scrutiny Committee)	
<b>Ward(s) or groups affected:</b>		Newington	
<b>From:</b>		Overview & Scrutiny Committee	

## RECOMMENDATIONS

1. That the cabinet notes the recommendations of the review of the Walworth Road Business Mix, and that the relevant cabinet members bring back a report to cabinet, in order to respond to the overview & scrutiny committee, within eight weeks.

## BACKGROUND INFORMATION

2. Attached is the final report of the overview & scrutiny committee arising from the scrutiny review of the Walworth Road Business Mix.
3. The Walworth Society asked the committee to carry out a scrutiny review of the trading environment on the Walworth Road. It suggested three possible dimensions to the review:
  - to assess the retail mix that exists on the street
  - to explore the powers available to the council to support this important high street
  - to consider the impact of the Elephant and Castle regeneration scheme on the Walworth Road retail environment.

## OVERVIEW & SCRUTINY COMMITTEE RECOMMENDATIONS

4. The committee's recommendations are listed below.
  1. Although recognising that the council's powers are limited, the committee recommends that the cabinet's general approach to preventing saturation by payday loan, pawn shops and betting shops on our high streets should be assertive and robust and as pro-active as the law allows. Specifically, the committee recommends that:
    - (i) Cabinet and planning committee explore the possibility of using Article 4 Direction powers for Walworth Road.
    - (ii) Cabinet asks officers to look at whether recent changes to national non domestic rates (NDR) allow the council more powers which could be of use in influencing the balance of retail use along a high street.

- (iii) Council uses the powers it has under Article 4 directions to ensure that properties in Class 2 business use have to go through the planning process in order to convert to payday loan, pawn and betting outlets.
  - (iv) Cabinet engage with Central London Forward and Westminster City Council in order to explore cross-London solutions to economic and planning problems affecting the high street, for example the use of London-only statutory powers.
2. That cabinet seeks to actively encourage the creation of a credit union on the Walworth Road.
  3. That cabinet consider introducing a greater level of detail into the assessment of the existing retail mix as part of sustainability appraisals for new planning policy documents.
  4. That cabinet instructs officers to review the capacity of Walworth trade, cultural and business associations in order to ensure the maximisation of the local offer.
  5. That cabinet ensures that the council, in its capacity as landlord of a number of retail premises in the Walworth Road area, recognises the long term commercial advantages of a healthy retail environment and develops a lettings policy that positively promotes cultural, social and economic regeneration.
  6. That cabinet takes steps to identify opportunities for introducing new community facilities into the Walworth Road area, for example a health centre and facilities for youth provision.
  7. That cabinet considers commissioning external research into:
    - (i) The impact of payday loan, pawn and betting shops on the well-being of the locale.
    - (ii) The medium and longer term business development in the Walworth Road.

The results to be available to the Walworth Town Team and the Economic Development Team, in order to develop a more comprehensive "view of the whole".
  8. That the cabinet member for finance, resources and community safety monitors reports from local police and Southwark anti-social behaviour unit (SASBU) to see whether evidence of anti-social behaviour emerges in relation to betting shops, gambling arcades and fast food outlets on the Walworth Road.
  9. That a meeting be arranged between the chair and vice-chair of the overview & scrutiny committee, the chair of the Walworth Society, the chair of planning committee and the cabinet member for regeneration and corporate strategy in order to discuss ways in which the development of the Elephant & Castle can best enhance the retail offer on the Walworth Road and improve what needs improving without damaging what is currently good about the area.

**BACKGROUND DOCUMENTS**

Background Papers	Held At	Contact
<a href="#">Overview &amp; Scrutiny Committee Agenda 8 July 2013</a>	Scrutiny Team 160 Tooley Street London SE1 2QH	Peter Roberts 020 7525 4350

**APPENDICES**

No.	Title
Appendix A	Report of the Overview & Scrutiny Committee

**AUDIT TRAIL**

<b>Lead Officer</b>	Shelley Burke, Head of Overview & Scrutiny	
<b>Report Author</b>	Peter Roberts, Scrutiny Project Manager	
<b>Version</b>	Final	
<b>Dated</b>	3 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Director of Legal Services	N/a	N/a
Strategic Director of Finance and Corporate Services	N/a	N/a
Chief Officers	N/a	N/a
<b>Cabinet Member</b>	N/a	N/a
<b>Date final report sent to Constitutional Team</b>	3 September 2013	

# Walworth Road Business Mix

Report of the Overview & Scrutiny Committee

July 2013



## **Introduction**

1. The Walworth Society asked the Overview & Scrutiny Committee to carry out a scrutiny review of the trading environment on the Walworth Road. It suggested three possible dimensions to the review:
  - to assess the retail mix that exists on the street
  - to explore the powers available to the council to support this important high street
  - to consider the impact of the Elephant and Castle regeneration scheme on the Walworth Road retail environment

## **Scrutiny review**

2. At its meetings the committee considered contributions from:
  - Jeremy Leach, Chair Walworth Society
  - Patrick Blunt, Business Extra
  - Tim Cutts, Team Leader Planning Policy, and Barbara-Ann Overwater, Senior Planning Policy Officer
  - Suzanne Hall, London School of Economics, Cities Unit
  - Liz Peace, British Property Federation
  - Elizabeth Cox, New Economics Foundation
3. Jeremy Leach was co-opted onto the committee for the duration of the review.
4. The committee also received briefing notes on:
  - Core Strategy, Southwark Plan and planning
  - Proposals under Sustainable Communities Act
  - Saturation Policy in respect of licensed betting shops
  - CAB payday loans case studies
  - Questions raised including in respect of planning and betting shops



## The Walworth Road

5. Walworth has a very high density of population. Consequently, although there is a low level of individual disposable income, the annual retail turnover of the Walworth Road is similar to Hampstead High Street which is much wealthier but of a lower population density. The area is tremendously diverse and includes not just the Walworth Road itself but extends to East Street, Pullens Yard and other shopping areas. The committee is interested in determining how shoppers can be drawn in to spending their money on the Walworth Road and surrounding areas and what may work against people coming into the area.
6. Jeremy Leach and the Walworth Society suggested that the catchment area of the Walworth Road is increasingly one where journeys to the shops are made on foot. The vast majority of Walworth households do not have access to a car (figures derived from 2001 and 2011 censuses). The option of driving to shops is therefore not available.
7. Suzanne Hall confirmed that East Street is the best location economically, followed by Elephant and Castle around the London College of Communication, South Bank University and the library. The Heygate Estate formed a physical barrier with economic activity dissipating towards the South of Walworth Road.
8. Shopkeepers are from around the globe with many traders having been in the area for a long time; 32% for twenty years or longer and a quarter of these for fifty years or more. Long term proprietors often own both the shop and the living accommodation above. New retailers tend to want smaller properties. In Suzanne Hall's view, the diversity and the number of small outlets can improve the resiliency of an area.
9. Patrick Blunt reported that Business Extra regularly counts footfall along the Walworth Road, which is highest around Morrisons supermarket and lowest around the Jamaican bakery. In October of last year there were some one hundred and eighty business premises along the Walworth Road, including offices, with a relatively low vacancy rate. Recently, sales had started to fall off.
10. In Patrick Blunt's view, the local business association is not well attended, perhaps because many business owners no longer live locally and partly because rateable values are not high enough to support a business improvement district.

## Regeneration

11. The committee is well aware that the regeneration of the Heygate and Aylesbury estates and the Elephant and Castle will dramatically change the local population

in as little as two years. It is important to try to understand the impact of regeneration which initially will mean a loss of shoppers, for instance from the Heygate Estate, but which ultimately will lead to a higher population and a growth in demand.

12. Some members are concerned as to whether the regeneration of the Elephant and Castle shopping centre is a threat or an opportunity. Jeremy Leach believes that it could provide an opportunity but that the Walworth Road needs to attract people from the Elephant and Castle. He also pointed out that the developer Lend Lease is planning an independent shopping street to the East of Walworth Road, which will have an additional impact. Patrick Blunt emphasised the key role of East Street in attracting shoppers to the area.
13. There are mixed feelings on the committee about pop-up shops. Some members question the impact on the appearance of an area but others recognise the opportunities that these provide for new businesses to start up. Liz Peace agreed that these could be useful initiatives and a good way for people to try out a business. Patrick Blunt put forward the view that there was little confidence in starting up more traditional businesses and that this was not helped by the increase in business rates on the Walworth Road, higher energy costs and rent increases.

### **Gaming, betting and pay-day loan shops**

14. Members of the committee have concerns about the number of gaming and betting shops on the Walworth Road. Some members feel that a lot of street drinking takes place outside gaming shops but describe difficulties in objecting to planning applications for such businesses on this basis. They wondered whether boroughs such as Newham and Hackney take a different approach to Southwark in this area and whether there is best practice that Southwark could adopt. Jeremy Leach reminded the committee that the Southwark Youth Council has raised its own concerns about anti-social behaviour in the vicinity of these shops.
15. The initial submission from the Walworth Society suggested that the Walworth Road was, "saturated by units devoted to betting/gambling, high interest/pay-day loans and pawnbrokers. Out of the total of 172 retail units along the Walworth Road (between the railway line by the Elephant and Castle and John Ruskin Street), 9 are devoted to betting/gaming, 5 are high interest/pay-day loans and 4 pawnbrokers". The society cited a number of effects of this; "...they take money from the local economy, they offer a very poor image of the high street and they skew the mix of shops away from one that meets the needs of local people". A representative of the society who attended one of the committee's meetings stressed that gaming and betting shops do not go out of business in the same way as other local shops and therefore have a long-term impact on an area.

16. Patrick Blunt questioned whether a concentration of betting shops in the middle of the Walworth Road might lead to a fall in the general quality of shopping. Suzanne Hall added that too many large retail chains could create a tipping point in terms of other shops on offer and that perhaps the same was true of betting shops.
17. A member felt that it would be useful to understand the local spend as clearly as possible and wondered whether betting shops were sucking huge amounts out of the local economy. He wondered whether business rate relief could be linked to businesses that were working hardest for the area. Elizabeth Cox commented that the council's approach to well-being could perhaps provide a context to decisions around rate relief.
18. The committee received a submission from the Citizens Advice Bureau giving a small sample of the "numerous people" who have sought CAB's advice on loans taken out through pay-day loan shops in Southwark or on-line. The committee noted the difficulties that people encountered in clearing these debts and the high interest rates of loans. In terms of the proliferation of pay-day loan shops, the Walworth Society suggested that a positive move could be to give a shop-front to a credit union.

## **Planning**

19. At its first meeting the committee received an officer briefing setting out an overview of the planning policy framework. The briefing also clarified the position of betting shops in terms of permitted planning use. Betting shops are in the same use class (A2 Financial Services) as banks and building societies. The lack of distinction has the potential to weaken the shopping function of centres and reduce the council's ability to effectively balance land uses and provide for an appropriate level of diversification. Officers explained that Southwark had lobbied the government to re-classify betting shops as sui-generis use which would require planning permission.
20. The committee wondered if it would be a positive move to support Hackney's proposal for betting shops to have a separate use class. As described in a briefing note from Local Works (part of Unlock Democracy), "the specific action Hackney is looking for from government under the Sustainable Communities Act is for betting shops to have a separate and specific user class, thereby ensuring that every planning application will be subject to the local authority's individual planning policy and as such allow local circumstances (if applicable) to be catered for". A further briefing note from officers set out action being taken by other local authorities, including Lewisham, Barking & Dagenham, Lambeth, Haringey, Newham and Hackney.

21. The committee also wondered if making an Article 4 Planning Direction would be a practical option. This would enable the authority to restrict permitted development rights in its area, part of its area or in respect of a particular development. Officers explained that a direction would have to apply to all uses within the A2 use class. A planning application would be determined against relevant policies in the Local Plan. Once planning permission was granted for A2 use it would not control changes of use to another A2 use such as a betting shop. However the council would be able to condition planning permissions for new A2 use to prevent this where it could be justified. This would require robust evidence to avoid being construed as unreasonable. Officers also clarified the resource implications of an Article 4 Direction, including consultation requirements and compensation and suggested that it might be more helpful for betting shops to be allocated their own use class.
22. A member of the committee put forward the idea that it might be possible to introduce a hierarchy of preferred uses if retail was not possible, for instance to say that if A1 was not possible then the next preferences would be for A3, de-use and only then A2.

## **Recommendations**

23. While there are many things about the Walworth Road that are good and highly valued, the committee heard evidence from residents of the borough who are sick and tired of our high streets being taken over by businesses which contribute nothing to the cultural and economic well-being of an area and which appear to target vulnerable communities.
  1. Although recognising that the council's powers are limited, the committee recommends that the Cabinet's general approach to preventing saturation by payday loan, pawn shops and betting shops on our high streets should be assertive and robust and as pro-active as the law allows. Specifically, the committee recommends that:
    - (i) Cabinet and Planning Committee explore the possibility of using Article 4 Direction powers for Walworth Road.
    - (ii) Cabinet asks officers to look at whether recent changes to National Non Domestic Rates (NNDR) allow the council more powers which could be of use in influencing the balance of retail use along a high street.

- (iii) Council uses the powers it has under Article 4 directions to ensure that properties in Class 2 business use have to go through the planning process in order to convert to payday loan, pawn and betting outlets.
  - (iv) Cabinet engage with Central London Forward and Westminster City Council in order to explore cross-London solutions to economic and planning problems affecting the high street, for example the use of London-only statutory powers.
- 2. That Cabinet seeks to actively encourage the creation of a credit union on the Walworth Road.
- 3. That Cabinet consider introducing a greater level of detail into the assessment of the existing retail mix as part of sustainability appraisals for new planning policy documents.
- 4. That Cabinet instructs officers to review the capacity of Walworth trade, cultural and business associations in order to ensure the maximisation of the local offer.
- 5. That Cabinet ensures that the council, in its capacity as landlord of a number of retail premises in the Walworth Road area, recognises the long term commercial advantages of a healthy retail environment and develops a lettings policy that positively promotes cultural, social and economic regeneration.
- 6. That Cabinet takes steps to identify opportunities for introducing new community facilities into the Walworth Road area, for example a health centre and facilities for youth provision.
- 7. That Cabinet considers commissioning external research into:
  - (i) The impact of payday loan, pawn and betting shops on the well-being of the locale.
  - (ii) The medium and longer term business development in the Walworth Road.

The results to be available to the Walworth Town Team and the Economic Development Team, in order to develop a more comprehensive "view of the whole".

8. That the Cabinet Member for Finance, Resources and Community Safety monitors reports from local police and Southwark Anti-Social Behaviour Unit (SASBU) to see whether evidence of anti-social behaviour emerges in relation to betting shops, gambling arcades and fast food outlets on the Walworth Road.
9. That a meeting be arranged between the Chair and Vice-Chair of the Overview & Scrutiny Committee, the Chair of the Walworth Society, the Chair of Planning Committee and the Cabinet Member for Regeneration and Corporate Strategy in order to discuss ways in which the development of the Elephant & Castle can best enhance the retail offer on the Walworth Road and improve what needs improving without damaging what is currently good about the area.

<b>Item No.</b> 9.	<b>Classification</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Centre of Excellence for Older Adults with Dementia and Complex Needs	
<b>Ward(s) or groups affected:</b>		All wards Older People, Carers	
<b>Cabinet Member:</b>		Councillor Catherine McDonald, Health, Adult Social Care and Equalities	

### **FOREWORD – COUNCILLOR CATHERINE MCDONALD, CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES**

I am delighted to set out our plans for a new centre of excellence for older people that will provide world-class services for older residents with dementia and other complex needs. This helps achieve our 'Fairer Future for All' commitment to support the most vulnerable people in Southwark. We propose to locate the centre at Cator Street. This will be an exciting and innovative centre and provide top quality, cutting-edge services for older people living with dementia and other complex needs, as well as providing better support for their carers. I am particularly pleased to report to cabinet the outcome of the very successful engagement exercise on the further feasibility of Cator Street with a design group made up of the families of people using the council's two existing day centres, staff, older people's groups in Southwark and specialist agencies such as the Alzheimer's Society and South London and Maudsley NHS. This valued engagement has helped to inform my decision to agree to the suitability of the site and location (taken through delegated authority).

The cabinet in December 2012 agreed the Future Vision for a Centre of Excellence and compared the three possible sites, concluding that Cator Street was the preferred site. Since that time the council's architects has worked with the design group on drawing up plans for the building and considering the suitability of the location. This engagement has ensured that the centre will be non institutional in feel and place the council in the best position to respond to the challenges of a rise in the number of people living with dementia. It will also help us to support older people's aspiration to continue to live in the community and avoid institutional residential care for as long as possible. Among the recommendations of the design group included in these plans are a sensory garden space, a covered external walkway and safe internal space for people to wander without risk of harm, the opportunity for freshly cooked hot meals on site and scope for integrated working on the site with both NHS and community sector partners.

We will continue to work with the design group on developing the new service model for when the centre opens, to ensure that this really is a beacon of best practice that Southwark and its older population can be proud of.

### **RECOMMENDATIONS**

1. The cabinet notes the very positive response and engagement from the family carers, stakeholders and staff to the plans for the proposed Centre of Excellence

for older people living with dementia and complex needs to be on the ground floor of Cator Street Resource Centre.

2. The cabinet also notes the decision taken by the cabinet member for health, adult social care and equalities to recognise the outcome of this further feasibility work which concluded that the site and location of Cator Street was a suitable location for the Centre of Excellence, and her subsequent approval of the preferred location for the development of the Centre of Excellence.

## **BACKGROUND INFORMATION**

3. The council currently provides and manages two day centres for older people. The delivery of the service is part of the council's wider strategy to support older people's aspiration to continue to live at home wherever possible and avoid admission to residential care, in line with what people tell us they want, as well as supporting carers to enable them to continue in their caring role. These sites are at Fred Francis in East Dulwich and Southwark Park Road in Bermondsey. The council has also continues to support a range of day services operating throughout the borough for older people with eligible but usually less complex needs, run by a number of different voluntary organisations.
4. Fred Francis is currently open 7 days per week and 28 service users attend each day on average from Monday to Friday, with on average 17 attendees each weekend day. Southwark Park Road is open Monday to Friday and on average 19 people attend daily.
5. 70% of the users are aged over 80, with 23% being over 90, are extremely frail, and almost all of whom are living with some form of dementia. There are also a small cohort group of users who have long term mental health issues as well as some degree of dementia.
6. Currently the hours of attendance are fixed and determined by rota patterns and transport arrangements. Both services operate from mid morning to mid afternoon, with service users being collected via mini buses from their own homes. Lunches are heated and provided at both centres by an external contractor as part of the council's meals on wheels contract, and a full range of activities take place throughout the week.
7. Informed by the needs of people living with dementia from valued partners such as the Alzheimer's Society, the council undertook a comprehensive consultation exercise in the summer of 2012 on a Future Vision for a Centre of Excellence. The vision proposed to relocate the two existing in-house day centres and provide an enhanced set of services following the development and opening of a new, state of the art centre. This would provide excellent specialist day opportunities for older people living with dementia and more support for their carers. The two current day centres were built in the 1980s and were not designed to cater for the specific needs of people with dementia.

The Future Vision was developed in response to:

- The increasing number of older people living with dementia
- The council's commitment to high quality personalised care
- Older people's aspirations to continue to live in the community
- The need to improve support to carers



8. Concurrent to this consultation, the council carried out initial feasibility studies to explore where best to locate the Centre of Excellence. The feasibility studies considered the two existing day centres and a third location at Cator Street. The feasibility studies concluded that Cator Street provided sufficient space and a building flexible enough to host a wider range of services and the best potential to cater for the anticipated number of service users and carers. It also noted that the central location of Cator Street would mean good transport accessibility for all residents irrespective of where they lived in the borough.
9. The costs of developing the existing two day centre sites were estimated to be approximately double the cost of developing the ground floor of Cator Street. Southwark Park Road was considered to be far too small and Fred Francis was not large enough to provide a centre on one level or provide any significant outdoor space. The revenue costs of staffing a two storey centre would be significantly higher than the cost of staffing a centre on one level. The initial feasibility studies concluded that Cator Street provided best value for money. The feasibility studies also noted that unlike Cator Street, neither of the current sites is centrally located.
10. Cator Street is a 3 storey building and the plans to incorporate the Centre of Excellence will allow the continuing use of the building by education colleagues and include provision of training rooms on the upper floors. These facilities could be used for carer groups facilitated by SLAM and the voluntary sector, thus expanding the offer. Carers were very positive about the potential to develop better carer support services within the building.
11. Following the successful outcome of this consultation exercise, the cabinet agreed The Future Vision for a Centre of Excellence in December 2012. It required as part of second stage feasibility, further engagement with the families and external stakeholders on the development of more detailed plans, before a final decision was made on whether Cator Street was the most suitable building and location. Cabinet delegated this final decision on the suitability of this site to the cabinet member for health, adult social care and equalities, whilst also requesting a report to cabinet for information.
12. Since the December cabinet the council established a design consultation group. This group has been actively engaged in the development of these plans and will continue to work with the council on the further design of the building, as well as the future service model and the mobilisation arrangements to open the new centre. The design consultation group membership includes :
  - Family members from both Southwark Park Road and Fred Francis day centres
  - Voluntary sector partner organisations
    - Alzheimer's Society
    - Age UK,
    - Southwark Pensioner's Centre
  - Older people representatives from the following groups:
    - The Pensioner's Forum / Southwark Pensioner's Action Group,
    - Southwark Lay Inspectors Service
    - The (former) Local Involvement Network<sup>1</sup>

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<sup>1</sup> Now known as Health watch

- NHS partners from
    - The Clinical Commissioning Group (CCG)
    - South London and Maudsley NHS Trust (SLaM) Older Adults Services
  - Service Manager, manager and staff representatives from both Fred Francis and Southwark Park Road.
  - Other council staff
    - Occupational Therapists
    - Manager of the Southwark Resource Centre
    - Regeneration
  - Ongoing engagement with the Older People Partnership Board
13. The council noted that in recognition of the time pressure and health constraints of many of the family carers, membership of this group was by necessity fluid, with engagement taking part both within the context of formal meetings as well as through one to one discussions either in person or by the telephone.

## **KEY ISSUES FOR CONSIDERATION**

### **The Centre of Excellence**

14. The council wishes to reiterate its prior commitment that anyone using the current services when the Centre of Excellence opens will be guaranteed a place at the new centre and that door to door transport will continue to be provided. The December cabinet made a commitment that it would minimise any disruption for service users and their families during the transition to the new centre and that families, stakeholders and staff would be fully engaged through all stages of the development of the new centre. The move to Cator Street can also be accommodated without a break in service.
15. The Centre of Excellence will host a range of specialist therapeutic activities, such as:
- Occupational Therapist and therapeutic rehabilitation exercise and classes
  - Flexible multi purpose activity space including a sensory room<sup>2</sup>.
  - A range of activities such as therapeutic art classes
  - Co-locate and host services provided by partner organisation (ie health clinics, such as chiropody etc.
  - Continue to provide accessible transport for those who require it, funded through their allocated personal budgets
  - User wellbeing activities such as hair dressing, music, art, etc
  - Meals and dietary advice and support
  - Carer respite, support and information.

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<sup>2</sup> Memory rooms are fitted out in a way so as to provide visual and aural stimulation to help manage issues such as forgetfulness. Sensory rooms host various aids to stimulate the 5 senses, which has proven to be effective in helping people with dementia to become less restless, agitated and improve sleep patterns.

A comparison with existing provision is given below.

<b>Services</b>	<b>Proposed for the Centre of Excellence</b>	<b>At Fred Francis</b>	<b>At Southwark Park Rd</b>
Therapeutic sessions in specialist rooms	✓	x	x
Home like décor as opposed to a More institutional	✓	x	x
Sensory rooms	✓	x	x
Potential for fresh food cooked daily on site and provision for breakfast and later meals	✓	x	x
An opportunity to work in close partnership and offer a more holistic service in partnership with a specialist housing scheme next door.	✓	x	x
Locally controlled heating and cooling	✓	x	x
The potential for hot desk office space for visiting NHS or voluntary sector partners	✓	x	x
Capacity for up to seven activities to be provided in separate rooms at one time	✓	x	x
Designated planned space for chiropody and health clinics on site.	✓	x	x
Access to carers training and support facilities on the site	✓	x	x
Evening and earlier opening	✓	x	x
7 day a week access	✓	✓	x
Free transport provided for people with personal budgets	✓	✓	✓
Specifically designed hairdressing facilities on site	✓	✓	✓
Activities such as art and music classes	✓	✓	✓

16. The indicative timeline for the development and opening of the centre is set out below

#### **High Level Milestones**

<b>Date</b>	<b>Action</b>
August 2013	Decision on the suitability of Cator Street by the Cabinet Member for Health, Adult Social Care and Equalities
September 2013	Cabinet report - for information
September to December 2013	Continued engagement on developing the model of care and further development of the approved plans with stakeholders and staff
September - December 2013	Continued engagement on developing the model of care and provision of a reference group for the architects with families, stakeholders and staff
September December 2014	Procurement of builders for the Centre of Excellence and the Extra-care housing scheme to be built adjacent to the centre on the Cator Street site.
February 2014	Cator Street site decanted
March 2014	Start of works at the Cator Street site
April 2014	Agreement of the new service model and offer
May 2014-May 2015	Mobilisation and transition to new service model and offer
May 2015	Completion of works and centre and the new extra-care scheme for older people next door opens

17. A summary of the reasons why the council is proposing Cator Street are listed below.

#### **Positive response to the developed plans obtained through engagement.**

18. Following the cabinet decision, the council procured a firm of architects to carry out a second stage feasibility study to develop the proposal in more detail. Since their appointment in March 2013, they have been working with a design consultation group (fuller details of the outcomes of this engagement is outlined in the consultation section of this report below)
19. The design consultation group has had an overwhelmingly positive response to the proposed plans for Cator Street and their advice and comments based on their expertise and experience has informed the plans. They have for example influenced the proposed internal layout, the planning of the garden, the number and location of WCs, the kitchen and dining arrangements, the scope for the range of activities etc. Further details of the consultation exercise and further details of how the design consultation group has shaped the plans are summarised in the consultation section of this report.

#### **Responding to Future Demand**

20. The council is proposing to develop the centre to respond to the challenges of a significant projected increase in the numbers of older people living with dementia in Southwark, with the levels of prevalence increasing amongst the very oldest sections of the population. The rise is amongst both people living with early onset dementia, right up to those who have a chronic and in some cases terminal conditions. There is a small number of working age adults who are living

with dementia. This group will not be excluded from the new centre, and their specific requirements will be further explored as the new service model is further developed.

21. Cator Street can accommodate up to 60 service users at one time, which is more than the current combined number of people using the two existing buildings on a single day. Cator Street has scope to increase the number of people who can attend each day, in a building that also has more potential to provide a wider range of support and information to them and their carers than at either of the current sites. Cator Street is also better suited to accommodate a new and expanded service model. For example, earlier and/or later opening hours for people with personal budgets or their carers to buy more flexible hours of attendance or respite, distinct groups (such as people who have a higher level of mental capacity) or carers using part of the building for a specific activity such as a support group, an Alzheimer's Society "Living with dementia" course etc. This means that the wider community of people living with or affected by dementia could use the resources on offer at the building and attendance may not be as constrained as it is currently by a relatively small cohort of people living with dementia determined by staff the rota and transport patterns. This means that there would subsequently be scope for far more than 60 people to use the centre over the course of each day.
22. The vision for the new centre has been a catalyst for constructive dialogue within the health and social care sectors in Southwark about how best to respond to the challenge of dementia and the growing numbers of older people living with the condition. Key partners across health and social care within the Southwark and Lambeth Integrated Care (SLIC) are fully engaged on discussions on the model of care and are considering how best to provide more integrated services at the proposed Centre of Excellence in order to reach as many people as possible.
23. As part of its commitment to meet older people's aspirations to avoid residential care unless absolutely necessary, the council is also proposing to develop an extra care housing scheme on an adjacent site at Cator Street. This scheme will be providing an intensively supportive housing service for very frail older people, many of whom will have dementia. It is envisaged that both of the planned developments would make a very real contribution towards supporting people living with dementia to remain in their own homes in the community. Therefore this will provide a very real community based alternative for many older people to residential care. This subsequently will make a significant contribution to the council's Fairer Future commitment to protect the most vulnerable

### **The Importance of the designed environment for people living with dementia**

24. There is extensive academic research from institutions such as The Kings Fund and Sterling University<sup>3</sup> that the designed environment can have a significantly positive impact upon the care and support of people living with dementia. These academic institutes as well as the Department of Health have been providing guidance in relation to best practice principles to the design and layout of environments for people living with the condition. Both the Centre of Excellence and the extra-care scheme will be designed specifically for the needs of people living with dementia and will assist the borough in being more dementia friendly

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<sup>3</sup> <http://www.kingsfund.org.uk/projects/enhancing-healing-environment/ehe-design-dementia> and other institutions such as Stirling University <http://dementia.stir.ac.uk/>

25. This guidance has been applied to the plans for Cator Street, and concluded that the building provides an excellent setting within which to incorporate very best practice dementia design principles. The literature research also found that there are few examples where dementia design has been fully incorporated within a day centre setting. There is therefore an opportunity for the council to develop a cutting edge specialist dementia aware designed facility that is likely to attract interest from other local authorities, health and other parties working within the field of dementia.
26. The council has already sought the views of the Kings Fund on the proposal, and if the decision is made to locate at Cator Street, Stirling University will be commissioned to provide additional input on the development of the final detailed plans. This specialist external input will consolidate that already obtained locally from the Alzheimer's Society/ SLaM, family, staff and other valued partners.

### **The location of Cator Street**

27. The engagement also included an ongoing dialogue and assessment as to the suitability of the location at Cator Street. Meetings of the Design Consultation Group were held at Cator Street, allowing the members to favorably familiarise themselves, not just with the building, but also the general locality.
28. Unlike either of the current buildings, Cator Street is situated in the centre of the borough, which means that it is better placed to accommodate service users from the whole of Southwark. The council will continue to ensure door to door transport for service users those who need it, but the more central location will mean that there is potential to provide transport in a way that is more flexible and personalised. The council also notes that there are regular bus stops near by to allow carers and staff to easily attend the centre
29. Locating the Centre of Excellence at Cator Street also provides additional opportunities for it to work in partnership with the planned extra care development next door. For example one of the main aspirations identified through the prior consultation and from the subsequent engagement with the design consultation group and service users was for the Centre of Excellence to cook freshly prepared food on site. It is thought that the kitchen at the proposed centre would provide an excellent opportunity for a local small business or social enterprise, to run a financially viable business providing hot healthy meals to both the extra care scheme and the Centre of Excellence.
30. Factors in relation to public transport to Cator Street were also considered with the Design Consultation Group and are explored in more detail under the community impact section below. However in the round, the engagement concluded that the overall benefits offered by the location of the service at Cator Street and council's ongoing commitment to ensure that there would be transport available, and the regularity of local bus services available for carers and staff outstripped any issues raised in relation to current public transport arrangements to Cator Street.

### **Details of the works**

31. The council also notes that the works to remodel the ground floor will be extensive and lead to the loss of the existing training/meeting spaces and

professional development accommodation which is used by teachers for teacher-training. It is therefore proposed to alter the current layout of the first floor in order to provide spaces for the identified training and meeting accommodation that had previously run on the ground floor. The second (top floor) will remain a flexible office space as it is now.

32. Entrances to the Centre of Excellence and the upper floors of the building will be totally separate with appropriate security controls in place. It is proposed to enlarge the existing first-floor reception to include a bigger desk for the management of large numbers coming to the large events on the first floor, and a waiting area. Otherwise all other workplaces are assumed to be in the open plan workplaces on the second floor.
33. Whilst the major refurbishment work takes place, the opportunity will also be taken to improve the fabric of the building in order to extend its current life. This will include roof renewal works, glazing replacement and works to the building services including possible lift replacement.

### **Policy implications**

34. This decision will help deliver key pledges in the Southwark Council Plan “A Fairer Future for All, including; “The council will create a fairer future for all in Southwark by: protecting the most vulnerable; looking after every penny as if it was our own; working with local people, communities and businesses to innovate, improve and transform public services; and standing up for everyone’s rights”.<sup>4</sup>
35. The Council Plan also contains 11 key targets for adult care in support of this pledge, and this decision will assist the delivery of the transformation of day services to allow a more personalised and outcome focused approach
36. The Centre of Excellence is also shaped by the Future Vision for Social Care agreed by the cabinet in April 2011 and the subsequent adult social care business plan 2013-14. Both place a high emphasis upon the modernisation of day opportunities and the important part this plays in meeting the aspiration of older people to live as independent and fulfilling lives as possible within the community, and supporting older people’s aspirations to wherever possible avoid unnecessary admission to care homes or other institutional settings.
37. The Centre of Excellence will assist in the promotion of good physical and mental health and well being for its users and their carers, which will support Priority 3 of the health and well being board: Improving the experience and outcomes for our most vulnerable residents and enabling them to live more independent lives
38. The National Dementia Strategy as updated in 2011, and the local delivery plan drawn up in partnership with the local NHS, places a great deal of emphasis on adopting a holistic approach to the care of older adults with dementia. This will be core feature of the proposed Centre of Excellence. The council has also recently become a signatory of the Dementia Challenge Compact<sup>5</sup>, which sets out an organisation’s commitment to supporting the local delivery of the National Dementia Strategy.

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<sup>4</sup> Southwark Council Plan 2011-14)

<sup>5</sup> <http://www.ecca.org.uk/article/prime-ministers-challenge-on-dementia-list-of-signatories/>

39. The council also formally agreed by individual decision making powers in May 2012, to participate in the Southwark and Lambeth Integrated Care Programme (SLIC) which has an objective to transform care services for older people across Southwark and Lambeth. This programme has a large number of work streams and objectives aimed at reducing unnecessary hospital and residential care admissions across the two boroughs. One of these is to improve the quality of integrated care and support in the community for older people living with dementia. The SLIC work stream on dementia, comprising key senior partners across health, SLAM, social care and the voluntary sector has recently started work and the vision for the proposed Centre of Excellence has been endorsed by this group. A number of these groups are also part of the design consultation group and the SLIC dementia work stream leads will be further involved in the development of the service model and there are new opportunities for effective joint working with our key partners in relation to improving the dementia care pathway and the role of day services in this.

### **Community impact statement**

40. The decision taken by the December cabinet to endorse the vision for the Centre of Excellence, were subject to a full community impact assessment (CIA). This considered any disproportional impact likely to arise from this decision in relation to the following areas covered by the council equality agenda: race, gender, age, disability, faith and religion, sexuality, gender re-assignment, marriage and civil partnership and finally child care and pregnancy.
41. This assessment concluded that it would be older people, who are likely to be disabled as a result of dementia or other forms of mental or physical ill health as being the primary group affected by the council's decision. It is recognised that women, who may also have child care and work responsibilities, are disproportionately the carers of people living with dementia. It also identified that the impact of the decision on these sections of the community would be positive.
42. The original CIA has subsequently been reviewed in the light of the proposed approval of the location at Cator Street, the outcome of the engagement and an assessment of any changes to the profile of people using the current centres since December 2012.
43. This re-assessment noted that the current profile of the users in relation to the areas covered by the council's equality scheme is not significantly different. The age profile remains primarily the "very old" (80+) and all users are either physically or mentally disabled.
44. In relation to gender, 64% of users are women, which reflects the age profile of the "very old" population of the borough, and the fact that women's life expectancy is generally higher, and is also longer in Southwark than national averages<sup>6</sup>.
45. As was the situation in December 2012, Older people from BME communities remain over represented at the centre, accounting for 31% of service users, compared to making up only 19% of the older population in Southwark (2011 census). Both the number and proportion of BME older people using the current

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<sup>6</sup> Joint Strategic Needs Analysis 2012.



centres has increased since the original CIA was made. This increase is set in the context of a growing older BME population who may experience health and economic inequalities as well as higher rates of diabetes and stroke amongst the African Caribbean population, and emerging evidence that appears to be making a link between these factors and risk of the development of dementia.

46. Women tend to remain over represented amongst the carers and family members, often coming from an extended family network (partners, daughters, granddaughters, daughter in laws, paid and unpaid carers and neighbours etc). However it should be noted that a number of male carers have also attended one or more of the Design Consultation Group meetings, and they represent a distinct cohort of carers who often appear particularly isolated. There is scope for the future centre to consider how best to support this group of carers.
47. The council also notes that there is more scope at Cator Street than in either of the current buildings for individuals to have support more appropriate to their specific requirements, or time to be alone and quiet. The Cator Street building will contain seven multi purpose activity/ seating areas, garden space and significantly more capacity for smaller groups of service users to have their own space to socialise or partake in targeted activities. This means for example, that those who may have a higher degree of mental capacity could undertake different activities more suited to their needs. There would also be space for targeted activities for specific characteristic groups, for example reminiscence sessions for older people of distinct ethnicity, sexuality or race. This means that there is considerable scope to increase the number of people who are living with dementia and their carers who can attend Cator Street per day than at the existing centres.
48. The council is committed to ensuring there is door-to-door transport for service users. Analysis of users of Southwark Park Road and Fred Francis showed that people's journeys would increase by less than half a mile on average, compared to their journeys to their current day centres. There are reasonable public transport options available for staff, carers and others who may attend in the future for support, information sessions etc: there are bus stops on both Southampton Way and Peckham Hill Street which are both approximately 150 - 200 meters away, and all street access is on the level. These bus routes also lead to other bus routes and tube and rail stations.
49. The new centre and will allow services to be much more tailored to the individual needs of people using the centre.
50. There were not any other significant issues identified in relation to the other characteristic groups under the council's equality scheme.
51. The council therefore concludes that the impact of the decision to locate the Centre of Excellence at Cator Street will have a positive impact upon older people, women, older people from BME communities and those living with a disability. The impact upon the other characteristic groups is considered to be neutral.

### **Resource implications**

52. The works for the Centre of Excellence should be carried out at the same time as the building refurbishment works to avoid any unnecessarily prolonged disruption

to the provision of services at Cator Street and to benefit from contact efficiencies.

### **Financial implications**

53. In the 2012/13 capital refresh the planning for a Centre of Excellence was identified and £2m was set aside. This figure was allocated following the initial high level scoping of the feasibility of the building to accommodate the Centre of Excellence. The outline scope of works were determined in the Future Vision for a Centre of Excellence and have since taken into account the detailed design features identified through extensive consultation undertaken with families and staff after the cabinet report in December 2012. The revised cost of the detailed designs for the Centre of Excellence is £2.5m.
54. The additional £0.5m requirement can be met from existing unallocated resources within the adult health and social care budgets made available as a result of savings the council made available following efficiencies the council achieved elsewhere in its adult social care capital programme.
55. The cost of running the new Centre of Excellence would be met from existing resources currently allocated for the Southwark Park Road and Fred Francis centres.
56. Whilst there is pressure on council resources and council savings have been identified, contribution from health partners means there is no overall reduction in funding for the service and the operational efficiencies at the new Centre of Excellence will mean the same budget will be able to provide more enhanced services and make better use of capital assets through more extensive use of the building.

### **Staffing issues**

57. Staff have been actively and positively engaged in both the design group and through wider staff meetings held at the current day centres. Their response has been overwhelmingly positive to the proposal, and their contributions towards the development of the plans have proved highly valuable. The council will continue to draw upon their expertise and further strengthen staff engaged in the development of the new service model for the Centre of Excellence.
58. There are no job losses as a result of this decision now being taken to locate at Cator Street, nor any requirement for the council to make reductions to the overall revenue budget as a result of the NHS financially supporting the current and new service model. Once design of the new service model is completed, changes to staffing arrangements may be required to meet the aspirations of enhanced provision and extended opening hours.
59. Dependent upon the outcome of the further engagement with staff and other stakeholders on the new service model, there may be subsequent staffing issues for the council to consider. These could be in relation to matters such as changes to roles and responsibilities, job descriptions, the need to further develop skills and competencies amongst the staff group, changes to shift patterns, mode of providing transport and the need for good communication and support to staff when managing change. These decisions will be subject to the council's decision making procedures and HR policies and procedures and with

the full engagement of staff.

### Legal issues

60. Please see legal concurrent below.

### Consultation

61. The plans that are now being proposed for Cator Street have been strongly influenced by a design consultation group and other forms of engagement with family members and other relevant stakeholders. A summary of how these further plans have been influenced from the original feasibility study for Cator Street is summarised below

#### Areas where the engagement has influenced the plans

Original design feature	Influence as a result of engagement
Garden space	Garden planned with safe self contained space for both sensory and therapeutic vegetable/flower growing, pathways, a shed, an outside WC and comfortable seating areas. The original feasibility study suggested shared garden space with the extra care next door, but this was considered not suitable given the varying needs of users. A fully functioning garden and the therapeutic opportunities it provides have been a significant addition highlighted through from the engagement process.
Safe space for those who wander both inside and out	The plans include a covered external walkway for those who wander, to do so safely and in the dry. Internally there is also a "loop" for those who may wander safely whilst inside the centre. This potentially has a beneficial impact on managing behaviors that challenge services.
Increased number of multi purpose activity rooms	There was a shift in emphasis through the development of the brief through the engagement and expert input to provide "activity" spaces rather than simple static "lounge" type spaces. Originally it was planned to have a small number of quite large activity/dining rooms. This has changed to a larger number of multi purpose activity rooms/lounges, that can both accommodate activities or groups for 10-15, or be opened up for larger space as required.
Dining room	The dining room design has been developed to avoid an overly institutional feel and extended to a summer room at the front of the centre, whilst retaining capacity for 50-60 dinners at one time.
Cloakrooms and lobby	This been moved to avoid too much confusion for people as they enter the building.
Toilets	The numbers of accessible WCs in the service user area was increased from 8 to 10. In addition to these, the engagement demonstrated the need for toilet facilities to be made available in a building in the garden for those service users who may have continence issues or who need visual prompts to remind them to use the toilet.

Original design feature	Influence as a result of engagement
Designated entry and parking	The entrance to the centre will be self contained and containing sufficient secure off street parking for up to ten transport ambulances plus a number of parking spaces for visiting professionals (le NHS Community Mental Health Team etc)
Smoking facilities	Provision will be made for smokers to do so in a safe and dry external space, separate from the public garden space. Service users will continue to be supported with smoking cessation and reduction by both staff at the centre and through partnership with public health and the NHS.
Therapeutic Kitchen	This has been moved away from an open communal area to one of the activity rooms.
Separate Hairdressing and treatment rooms	These spaces are separated out and not co-located in the proposed plans, given the anticipated demand for hairdressing
Kitchen	The kitchen has been developed to ensure that they are sufficiently designed to make them a viable prospect for a social enterprise to run a viable self sustaining business from the kitchen (Potentially also providing freshly made hot meals for the proposed extra care unit next door)
Storage space	The storage space for equipment, street wheel chairs etc has all increased in response to input from staff.
Heating type	Heating will be a combination of under floor and locally controlled wall heating that can be locally controlled to accommodate micro environment conditions.
Self contained staff space	Self contained space in which the staff can take a break.

62. Visits were arranged for members of the design consultation group to other NHS and social care establishments that had been purpose built or retro fitted design features specifically for people living with dementia, in order to help these representatives to picture what good looks like. Similarly the design consultation group suggested, and in some cases facilitated, the architect team to visit other buildings, to assess different aspects of design that had been incorporated into these establishments.
63. Initially the council appointed architect team held three meetings with the design consultation group prior to developing the second set of feasibility plans. These first set of meetings were to ensure that the plans for the building incorporated the aspirations of the group and reflected the reality of supporting people who may have advanced levels of dementia. The views of the full membership of the older people's partnership board were also sought at this stage. The architect team also visited and spoke to other establishments providing support to people living with dementia to obtain views of what design features have been most helpful.
64. There were then two further meetings where plans were presented to the design consultation group, where members could comment on the plans with the

architect team making further amendments as required.

65. Due to the limited mental capacity of the users of the centres, their needs were represented primarily by family members and staff. However officers also undertook informal one to one meetings with six users who were assessed to have capacity to engage, to seek their views on what they valued currently, what any gaps may be, what they would want to see in a new centre, and how well the proposed plans would meet these needs.
66. Family members (especially for the new cohort of users of the projects) will have the opportunity to look at the Cator Street plans at both centres, with two further meetings being planned in September, following the end of the summer holiday period.
67. Details and plans of the proposed refurbishment works together developments to the building were also submitted to the head teachers council, to ensure that the future layout of the first floor at Cator Street will meet their needs.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Legal Services**

68. The report asks the cabinet to note the positive response and engagement from the family carers, stakeholders and staff to the plans for the proposed Centre of Excellence for older people living with dementia and complex needs to be on the ground floor of Cator Street Resource Centre.
69. The report also asks the cabinet to note the decision taken by the cabinet member for health, social care and equalities to recognise the outcome of this further feasibility work which concluded that the site and location of Cator Street was a suitable location for the Centre of Excellence and her subsequent approval of the preferred location for the development of the Centre of Excellence.
70. The background to this report is that a formal consultation was undertaken in respect of a future vision for services in 2012. The responses to this consultation were presented to cabinet in December 2012. The decision of the cabinet was as follows:
  - That the vision for a centre of excellence as set out in the report be agreed.
  - That there is further consultation with families and key stakeholders on the preferred option of Cator Street as the location for the centre.
  - That the positive outcome of the consultation exercise on vision and services and the opportunity that now arises for the council to work with families and carers as well as the NHS and Community Partners to transform the way day opportunities for older people living with dementia are provided and the support that is available to their carers be noted.
  - Those officers will now establish a working group comprising representatives from families/carers, the NHS and other key stakeholder to take forward the vision for the centre of excellence, shape the proposed model of care and work jointly with corporate property in the design and procurement of the centre.
  - That an information report is submitted to cabinet in 6 months to outline progress.

71. The decision of the leader of the council was as follows:

- That authority is delegated to the cabinet member for health and social care to determine the most appropriate future service model and the decision regarding the location of the centre.

#### **Strategic Director of Finance and Corporate Services (FC13/056)**

72. This report asks cabinet to note the approval from the cabinet member for health, adult social care and equalities to designate Cator Street as the preferred location for the development of the Centre of Excellence.

73. The strategic director of finance and corporate services notes the financial implications detailed in paragraphs 53 to 56 of this report. Costs will be contained within the capital and departmental budgets and any variations reported through the capital programme monitoring reports

74. Any staffing and other resource costs connected with this recommendation will be contained within existing departmental budgets.

#### **BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Future Vision for a Centre of Excellence The report is available to view on this web site link: <a href="http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=302&amp;MId=4550&amp;Ver=4">http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=302&amp;MId=4550&amp;Ver=4</a>	Southwark Council 160 Tooley Street London SE1 2QH	Andy Loxton 020 7525 3130
Summary of initial consultation The report is available to view on this web site link: <a href="http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=302&amp;MId=4550&amp;Ver=4">http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=302&amp;MId=4550&amp;Ver=4</a>	Southwark Council 160 Tooley Street London SE1 2QH	Andy Loxton 020 7525 3130

#### **APPENDICES**

<b>No.</b>	<b>Title</b>
None	

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Catherine McDonald, Health, Social Care and Equalities	
<b>Lead Officer</b>	Sarah Mc Clinton, Director Adult Social Care	
<b>Report Author</b>	Andy Loxton, Lead Commissioning Manager	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Chief Executive (Regeneration)	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	4 September 2013	

<b>Item No.</b> 10.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name</b> Cabinet
<b>Report title:</b>		Home Care Annual Contract Performance Report	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Councillor Catherine McDonald, Cabinet Member for Health, Social Care and Equalities	

**FOREWORD - COUNCILLOR CATHERINE MCDONALD, CABINET MEMBER FOR HEALTH, SOCIAL CARE AND EQUALITIES**

Our home care services provide an essential support to vulnerable people with social care needs in order to help them live independently and safely in their own homes. The quality of these essential services is paramount and as a council our fairer future promises underline our strong commitment to high quality personalised services. This is one of our most important duties and this is why my cabinet colleagues and I have taken a keen interest in the performance of our two main home care contracts, delivered by MiHomecare (formerly Enara Community Care) and London Care, over the first two years of operation.

In April cabinet considered and welcomed the principles set out in Unison’s Care Charter which were a useful checklist that supports the council’s wider quality improvement agenda. A great deal of progress has been made by this council on many of the charter’s principles and confirming our commitment to high quality personalised home care service. Cabinet set up a task and finish group to look at the charter in more detail, to develop a set of best practice principles and an approach to commissioning high quality home care services that embraces the principles of the charter. I look forward to this group reporting back to cabinet in later in the autumn.

The many hundreds of local people who make up the home care workforce, who provide a vital and demanding role that is critical to service users and their carers, are also important to us and this council recognises the need to ensure that people are paid fairly for their work. Linked to improvements in the quality of services for users, I am proud to confirm that we have implemented the requirement to pay at least London Living Wage (LLW) and are ensuring our homecare agencies to pass this on to their employees.

This report details the delivery, quality and performance monitoring record of home care services provided by MiHomecare and London Care and I am pleased to confirm that both contracts have met the quality and performance requirements over the second year of operation and there has been an improvement on the first year of operation.

**RECOMMENDATION**

1. That cabinet note the delivery of the contracts over the second year has met the council’s requirements and that the council and providers remain committed to working together to continually improve the quality and consistency of home care delivery.



## **BACKGROUND INFORMATION**

2. In January 2011 cabinet approved the award of contracts for two universal contracts and one specialist contract for continuing drinkers and acquired brain injury.

## **KEY ISSUES FOR CONSIDERATION**

3. Over 1,000 adults receive some form of home care service in Southwark so ensuring the delivery of good quality and cost effective home care services is an important part of adult social care provision in Southwark.
4. Since June 2011 the new contracting arrangements for home care services in Southwark is two borough-wide cost and volume contracts (demand-led) for universal home care and one contract for specialist home care.
5. The contracts have agreed minimum volumes of 200,000 hours in year 1, 150,000 hours in year 2 and 100,000 hours in year 3. The minimum volumes were commissioned in year 2.
6. This report summarises the monitoring of the contracts for the second year of full operation. Appendix 1 details the background data in relation to delivery, performance and quality.
7. The delivery of home care services under the two home care contracts has met the quality and performance standards under the contract over the second year of operation.
8. The council and providers remain committed to working together to continually improve the quality and consistency of home care delivery. The mechanisms used to manage and monitor the contracts include:
  - Weekly contact between monitoring staff and branch managers.
  - Designated contacts in the operational teams.
  - Monthly senior managers meeting to discuss issues and agree or review improvement plans.
  - Monthly reporting of service alerts and safeguarding data.
  - Director level meetings are held with the providers as required.
9. In addition, over this second year of the contract an operational meeting has been established to enable earlier identification of potential issues and agree changes to be made. This meeting also ensures that areas that are working well are acknowledged so they can be retained. These meetings are quarterly and attended by branch managers from both providers, and representatives from operational teams and commissioning.

### **Contract activity summary**

10. There are a number of key measures the council considers when assessing the performance and quality of home care services. A summary of performance against all key measures, along with explanatory notes is contained in Appendix 1. The key measures include:
  - Service quality alerts – this is where someone is concerned about the way the service is delivered, for example care worker's punctuality or poor communication.

- Safeguarding - this is where an allegation is received that someone is subject to abuse. This can be financial abuse, physical abuse, neglect etc. It may be an allegation related to a care worker or an allegation related to a third party.
  - Complaints and compliments.
  - Regulatory compliance – all care providers are regulated by the Care Quality Commission who inspects them and publishes their findings on their website.
11. A summary of performance against each item is noted below:
- Service quality alerts – there were 64 service quality alerts. Examined against the number of hours this was an average of 13.6 per 100,000 hours. This is reduced from the first year of operation.
  - Safeguarding – both providers are achieving the performance indicator in this area of no more than 1% safeguarding alerts per 100,000 hours delivered. Actual safeguard alerts received were down from the first year of operation.
  - Complaints and compliments – the providers received 39 complaints in the second year of the contract. This is within the performance indicator for this measure.
  - Regulatory compliance – the Care Quality Commission carry out regular inspections of home care providers and both providers have been inspected and found to be compliant in all domains.
12. All service quality alerts and safeguarding allegations are investigated and any action points are monitored by Adults' Commissioning. In addition, management regularly review activity in both areas and meet with both providers to ensure continuous improvements are underway that address any issues raised.
13. Overall, the council is satisfied with the performance of the contracts for the second year of operation.

### **Future developments**

14. As home care is delivered to individuals in their own home, the council is continuously reviewing monitoring processes to see how we can better capture good information on the impact the service has on their lives and their experience of the service.
15. Age UK has worked with the council to introduce a lay inspection scheme for home care and this has been running for several months now. People approach the lay inspectors if they want to discuss their care and related issues and the lay inspector then visits to talk to them. The inspectors feed back on any areas of potential improvement or issues to the council who shares these with providers.
16. Early themes brought to the council's attention from these meetings are:
- Where an individual's needs have changed and their support plan needs to be reviewed by the social work teams. (Some service users will wait until their regular review to advise social services their needs have changed but when the lay inspectors visit, will mention this to them). These cases have been referred to the access team for further action as Southwark want to ensure that people have the right levels of care to meet their needs.

- Providers are issued with a limited number of parking permits so that staff who drive can park within a reasonable distance of their service user's home and avoid visits being rushed or overshadowed by stresses about parking. Care workers have reported that there are not enough permits for the number of workers who drive. This is being followed up by commissioning.
17. Analysis from these visits suggests that those who have met with the lay inspectors have been satisfied with the quality of their care.

### **Provider quality assurance**

18. Both providers have extensive quality assurance systems which capture information in a variety of ways to ensure that they maintain high standards. Of particular relevance is the collection of information from service users on what they think of the quality of their service.
19. MiHomecare's annual survey of Southwark customers had a response rate of 31.3%. Their survey has a score of between 0 and 4, with 4 indicating strong agreement. In key sections their results were:
- About your carer / support worker (covering positive attitude, uniforms tidy, respectful, punctual, reliable, willing and helpful, wearing ID badges and complete duties). The average score for each question was 3.09. Highest scores were in 'I am shown respect by my care/support worker' and my care support staff are willing and helpful'.
  - The office (covering polite, good listeners, helpful). All results over 3.29, with best result in 'the office staff are polite'.
  - Your care (covering health, community, positive contribution, planning, choice and control, respect, able to voice comments and safety). Average score was 3.01 but areas for development are feeling less isolated in their community and being more involved in planning, choice and control. Strongest areas were positive impact on health and wellbeing, comfortable to voice their concerns, safe at home and support having a positive contribution to my life.
20. London Care's annual survey had a response rate of 34.1%. Their survey had 3 to 4 options for people in response to specific questions. A summary of some key results were:
- Confidentiality and privacy – 94% said always or mostly
  - Dignity – 94% said always or usually
  - Courtesy and respect – 94% said always or usually
  - Working at a comfortable pace – 86% said always or usually
  - Care workers competent to provide service – 81% said all or most
  - Planning – 54% felt totally involved and 35% somewhat involved
  - Encourage to do things for yourself where you are able to – 70% said always or usually
  - Trust care workers – 87% said a lot of entirely
  - Treat possessions with care – 93% said always or usually
  - Office staff – 70% said happy or quite happy, 14% neutral
  - Knowing how to complain – 77% said yes
  - Comfortable to complain – 63% said yes, 18% don't know
  - Overall how happy – 86% said very satisfied or satisfied, 6% neutral
  - Areas for improvement – advice about which care worker is visiting and if they are going to be late.

21. Both survey results show areas that could be developed more and both organisations use the results of their survey to improve practice within their organisation. However, the surveys show that the majority of people are satisfied with the quality of their care and in important areas like respect, dignity and satisfaction with the service both organisations have achieved good results.

### **Community impact statement**

22. These services are provided to people affected by all six strands of the council's equality agenda as the diverse nature of Southwark's population is reflected in those people needing care and receiving home care services.
23. Under CQC registration all home care providers are required to proactively demonstrate their commitment to equal opportunities and have been assessed to ensure that they have a satisfactory record in relation to diversity.
24. The universal services and the specialist service are able to meet a wide range of needs sensitivity.

### **Financial implications**

25. The council has agreed to the introduction of London Living Wage (LLW) and will be requiring providers to evidence that all employees working on Southwark contracts are being paid at least LLW. The introduction of LLW is expected to deliver improvements in service quality; by valuing staff through their remuneration it is, for example, expected that there will be improvements in the recruitment of well skilled and motivated care workers and a reduction in staff turnover which can contribute to better continuity of care. A set of quality measures will be agreed to track these matters and this will be captured in future performance reporting for these contracts. The financial implications of implementing LLW were outlined in the gateway 3 variation report agreed in July 2013.
26. Further work on UNISON's ethical care charter will be reported back to cabinet in November 2013 and will contain a full analysis of any resource implications. There are none in relation to this performance report.
27. The original contract was awarded in 2011/12. Since then there has been a variation to the contract terms in a cabinet report dated 18 July 2013. This variation proposes to implement LLW and will further see improvements in Quality of care. The funding of the additional financial requirement from applying LLW is being deliberated and is outside the scope of this report. Aside from the above there are no new financial implications arising from this report.

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

#### **Director of Legal Services**

30. There are no specific legal implications.

#### **Strategic Director of Finance and Corporate Services (FC13/062)**

31. This report notes the delivery of the contracts over the second year has met the council's requirements. The financial implications are detailed in paragraphs 25

to 27 and it confirms there are no new financial implications arising from this decision.

32. The strategic director of finance and corporate services notes the performance and quality assurance indicators. Continued monitoring of this service, including reports to the cabinet member for health, adult social care and equalities will help prevent additional costs associated with poor quality.
33. Further work on UNISON's ethical care charter is underway and a full analysis of any resource implications will be included in the report to cabinet in November 2013. Officer time to implement these decisions can be contained within existing resources.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Gateway 1 Procurement Strategy	<a href="http://moderngov.southwarksites.com/ceListDocuments.aspx?MeetingId=1015&amp;DF=08%2f04%2f2008">http://moderngov.southwarksites.com/ceListDocuments.aspx?MeetingId=1015&amp;DF=08%2f04%2f2008</a>	Jonathan Lillistone 020 7525 2940
Gateway 2 Contract Award	<a href="http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3337#AI14804">http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3337#AI14804</a>	Jonathan Lillistone 020 7525 2940
Care Quality Commission – Compliance standards	<a href="http://www.cqc.org.uk/">http://www.cqc.org.uk/</a>	Jonathan Lillistone 020 7525 2940
Home Care Contract Monitoring Report	<a href="http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3823#AI24249">http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3823#AI24249</a>	Jonathan Lillistone 020 7525 2940
Home Care Annual Performance Report	<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MID=4248#AI25763">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MID=4248#AI25763</a>	Jonathan Lillistone 020 7525 2940

## APPENDICES

No.	Title
Appendix 1	Contract data

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Catherine McDonald, Health, Social Care and Equalities	
<b>Lead Officers</b>	Romi Bowen, Strategic Director of Children's and Adults Services	
<b>Report Author</b>	Jonathan Lillistone, Head of Commissioning, Children's and Adults' Services	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Director of Legal Services	Yes	No
Strategic Director of Finance and Corporate Services	Yes	Yes
Director of Adult Social Care	Yes	Yes
Cabinet Member for Health, Social Care and Equalities	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		4 September 2013

## APPENDIX 1:

### HOME CARE CONTRACTS DATA.

#### Contract usage

- Tables 1 and 2 show the usage of the contracts based on commissioned care packages from July 2012 to June 2013. The numbers are taken at month end for each month.

Table 1: Number of service users

Month	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
MiHomecare	388	402	417	426	432	436	441	458	446	468	479	467
London Care	322	314	314	307	307	290	293	295	306	302	304	289
<b>Total</b>	<b>710</b>	<b>716</b>	<b>731</b>	<b>733</b>	<b>739</b>	<b>726</b>	<b>734</b>	<b>753</b>	<b>752</b>	<b>770</b>	<b>783</b>	<b>756</b>

Table 2: Number of hours of care commissioned

Month	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Totals
MiHomecare	20,500	21,717	22,093	22,604	22,853	22,911	23,129	24,583	24,107	24,672	24,660	24,347	278,175
London Care	15,059	15,137	15,353	14,879	15,048	14,382	15,447	15,754	16,905	15,663	15,658	14,764	184,048
<b>Total</b>	<b>35,559</b>	<b>36,854</b>	<b>37,446</b>	<b>37,483</b>	<b>37,901</b>	<b>37,292</b>	<b>38,476</b>	<b>40,337</b>	<b>41,012</b>	<b>40,334</b>	<b>40,318</b>	<b>39,111</b>	<b>462,223</b>

## **Service Quality alerts**

2. The council routinely collects day to day service delivery concerns, referred to as 'Service Quality Alerts', which are a good way to identify issues at an early stage way that can inform service improvement and ensure that the delivery of care is personalised to individual needs and wishes.
3. These are distinguished from formal safeguarding alerts and investigations, and can range from minor concerns to more substantial concerns. Minor concerns would include issues such as poor communication. More substantial concerns would include issues such as timeliness of care worker attendance, missed visits, or ensuring dignity and respect at all times.
4. In some instances more substantial concerns raised through the service quality alerts are also recorded and reported as formal Safeguarding investigations so may be counted in both.
5. Raising service quality alerts is encouraged by both the council and providers as a mechanism to inform and support continuous improvement. All alerts are logged and followed up by contract monitoring officers in conjunction with social workers and other relevant stakeholders.
6. For the period July 2012 to June 2013 there have been a total of 63 alerts received with 25 relating to London Care and 38 relating to MiHomecare (down from 102 in the first year). This equates to 13.6 service alerts per 100,000 care hours. The overall average of 13.6 alerts per 100,000 care hours when set against a total of 756 users at a June 2013 gives a figure of 0.02 alerts per user.

## **Safeguarding**

7. Summary data in relation to safeguarding alerts for the main home care contracts is detailed below. This is where an allegation is received that someone is subject to abuse, which can be financial abuse, physical abuse, neglect etc. It may be an allegation related to a care worker or an allegation related to a third party or a family member.



8. From July 2012 to June 2013 there has been a total of 19 safeguarding alerts with 10 relating to London Care and 8 relating to MiHomecare. This equates to 4.1 safeguarding alerts per 100,000 care hours (down from 8 in the first year), which as a percentage of service users equates to less than 1% per hour for both providers when calculated as a percentage of hours delivered. The performance indicator for this is less than 1% so both providers are meeting this standard. Of the 18 safeguarding allegations received, 6 have been found to be unsubstantiated, 4 were not determined / inconclusive, 6 have been substantiated, and the remaining 2 have not yet had an outcome recorded.
9. All safeguarding and quality alerts are fully investigated and adult commissioning monitor any action points arising from these. Management also have oversight of these and meet regularly with both providers.

### **Complaints and compliments**

10. Formal complaints regarding home care services can be received directly by the Council but are also received by the home care providers themselves. Generally but not exclusively in the first instance complaints would be raised with the provider for them to resolve and respond to and this is reflected in the complaints data reported under the contract.
11. During the period covered by this report there was one representation raised with the council's complaints team for MiHomecare. This was not actually a complaint although handled by the complaints team as the query sought to understand the process for quality alerts and the quality assurance / contract management processes. This was clarified and nothing further was received.
12. In addition to complaints received by the council, both providers actively encourage service users to use their complaints and compliments process so they can identify areas for improvement and understand what is working well for people. From July 2012 to June 2013 there has been a total of 39 complaints received directly by providers with 5 received by London Care and 34 received by MiHomecare (of these 11 have not been upheld and 2 are still outstanding). From July 2012 to June 2013 there has been a total of 42 compliments received directly by providers with 10 received by London Care and 32 received by MiHomecare.
13. Both providers are meeting the contract key performance indicator for complaints which is less than 1 upheld complaint per 10,000 hours delivered.

## Regulatory Compliance

14. The Care Quality Commission (CQC) undertakes regulatory inspections of registered services and inspect service delivery against a number of broad headings within which there are 28 outcome measures. Full details of the CQC Essential standards of quality and safety are available as a background document or at [http://www.cqc.org.uk/sites/default/files/media/documents/gac - dec 2011 update.pdf](http://www.cqc.org.uk/sites/default/files/media/documents/gac_-_dec_2011_update.pdf)
15. The following is a summary of the main headings under which the outcomes are grouped
  - Personalised Care, treatment and Support
  - Safeguarding and safety
  - Suitability of staffing
  - Quality and management
  - Suitability of management
16. The CQC makes an assessment against a selection of the outcome domains and report these as compliant, or having minor, moderate, or major concerns.
17. In November 2012 (report published January 2013) London Care Wandsworth were inspected and found to be compliant in all domains. This is the branch that provides care to Southwark clients, however it is noted that London Care have just opened a branch in Southwark and will be managing care for Southwark clients out of this branch from July 2013 therefore future CQC reports will be from this branch not the Wandsworth office.
18. In April 2013 (report published June 2013) MiHomecare Brockley were inspected and found to be compliant in all domains. This is the branch that provides care to Southwark clients.
19. Overall the assessment of contract delivery, performance and quality taking account of the key measures summarised in this report is that quality and performance indicators have been met over the period covered.

<b>Item No.</b> 11.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Children and Young People Plan – Scrutiny Recommendations	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Education, Children's Services & Leisure Scrutiny Sub-Committee	

### RECOMMENDATIONS

1. That the cabinet considers the recommendations by the Education, Children's Services & Leisure Scrutiny Sub-Committee when agreeing the Children and Young People Plan (CYPP) at cabinet, and that the relevant cabinet member brings back a report to cabinet, in order to respond to the sub- committee, within eight weeks.

### BACKGROUND INFORMATION

2. The Education, Children's Services and Leisure Scrutiny Sub-Committee received the draft CYPP at the 9 July 2013 meeting in order to scrutinize it prior to the report going to cabinet.

### OVERVIEW & SCRUTINY COMMITTEE RECOMMENDATIONS

3. The committee's recommendations for the CYPP are listed below:
  - Incorporate indicators that will enable members and families to measure and assess the impact and success of the plan.
  - Provide clarity on the relationship to other parts of the system and their delivery plans e.g. Health and Wellbeing Board and Children's Trust.
  - Include a selection of the 1000 journeys recorded.
  - Give an explanation of how the Common Assessment Framework (CAF) will fit into this plan.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education, Children's Services & Leisure Scrutiny Sub-Committee Agenda 9 July 2013 <a href="http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=354&amp;MId=4598&amp;Ver=4">http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=354&amp;MId=4598&amp;Ver=4</a>	Scrutiny Team 160 Tooley Street London SE1 2QH	Julie Timbrell 020 7525 0514

## AUDIT TRAIL

<b>Lead Officer</b>	Shelley Burke, Head of Overview & Scrutiny	
<b>Report Author</b>	Julie Timbrell, Scrutiny Project Manager	
<b>Version</b>	Final	
<b>Dated</b>	27 August 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Director of Legal Services	N/a	N/a
Strategic Director of Finance and Corporate Services	N/a	N/a
Other Officers	N/a	N/a
<b>Cabinet Member</b>	N/a	N/a
<b>Date final report sent to Constitutional Team</b>	27 August 2013	

<b>Item No.</b> 12.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		2013-16 Children and Young People's Plan	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Dora Dixon-Fyle, Children's Services	

### **FOREWORD – COUNCILLOR DORA DIXON-FYLE, CABINET MEMBER FOR CHILDREN'S SERVICES**

The Children and Young People's Plan (CYPP) for 2013 to 2016 sets out how the local authority and its children's trust partners will work together to continue to improve outcomes for the borough's children, young people and families.

It builds on the success of previous plans and local achievements. There have been sustained improvements in educational attainment and standards, with over 80% of schools now judged by Ofsted to be good or outstanding. In addition, attainment at all key stages is at or above national averages, with for example 83% of pupils at the end of primary school achieving expected levels in English and maths combined in 2012 compared to 79% nationally. Provisional 2013 results indicate continued good performance. We are also delivering on our Fairer Future priorities, as set out in the Council Plan, with falling rates of teenage conceptions, youth crime or young people being out of education or employment, as well as more children benefitting from a local primary place and a free healthy school meal.

Against this backdrop of strong local performance, we have developed the new CYPP. It is a transformational plan, focusing on priority areas that stakeholders have told us need to improve, and where we know that collective partnership action is needed.

The CYPP was developed by involving those who have the biggest stake in our borough – our communities, members and workforce, and we are proud of how their voice and journeys have shaped it. Over the course of a year, we collected some 1,300 experiences or 'journeys' from children, young people, parents, carers and frontline staff as well as local groups, ward members and community leaders. We also conducted a wide-ranging needs assessment which helped us better understand what our children and families need and want. As a result, alongside this draft CYPP, we are publishing a collection of the stories we have heard, as well as the needs assessment, to show how the views of our stakeholders and residents have influenced our priorities.

We aspire to work with our partners to shape the borough for the better, and I call on everyone involved in the lives of children, young people and families in Southwark to work with us to ensure every child, young person, family and community achieves their potential. I recommend this report and proposed CYPP to Cabinet.

### **RECOMMENDATION**

1. To agree that the proposed 2013-16 CYPP at Appendix 1 is recommended to Council Assembly to be adopted as a key Southwark Council policy framework

document for children and young people.

## **BACKGROUND INFORMATION**

### **Strong local performance in context of high levels of need**

2. This CYPP builds on previous plans and strong local performance, with Southwark continuing to perform highly against a range of benchmarks, thus ensuring that strong universal services are the bedrock of the local system.
3. Attainment, for example, continues to rise, with Southwark at or above the national average across all key stages. Pupil achievement at the end of primary school in English and maths combined in 2012 stands at 83% compared to 79% nationally, which represents top quartile performance. Provisional 2013 results indicate continued good performance. In addition, GCSE results in 2012 rose to 59% which is in line with national performance.
4. More children are also able to attend good or better schools, with over 80% of primary schools and 90% of secondary schools judged by Ofsted to be good or outstanding. Children's centres and early years provision continue to perform well in Ofsted inspections, with for example two-thirds of children's centres now judged good or outstanding.
5. Through the Fairer Future commitments, as set out in the Council Plan, there has also been continued capital investment in local schools, a full roll-out of the free healthy school meal programme to all primary pupils, and nearly 95% of reception-aged children receiving a primary place of their choice. In addition, sustained investment in apprenticeships, the Youth Fund and support services has helped more young people succeed into adulthood, with 4.8% of young people were not in education, employment or training, compared to a central London average of 6.3%, as at June.
6. Services for vulnerable children and families have also been judged as strong, as recognised by the Ofsted inspection in May 2012. This judged the local system to be good with outstanding features, with inspectors finding strong, focused and improving services to protect vulnerable children. Outcomes for vulnerable children and young people are also improving, with for example a decline of more than 50% in the under-18 conception rate from 1998 to 2011.
7. The CYPP's underpinning needs assessment, however, also underscores the high levels of need and challenge in this diverse borough – Southwark has the 15th highest level of child poverty in London and is the capital's largest social landlord. The population is highly mobile and ethnically diverse, with interwoven complexities including high levels of worklessness, no recourse to public funds, substance misuse, domestic abuse, mental health concerns, and housing risks such as overcrowding.

### **A transformed strategic framework for children's services**

8. Since the last CYPP was developed, much has changed in the statutory framework for children services. In October 2010, the government withdrew the statutory guidance governing children's trust activity and revoked the CYPP regulations. This meant that children's trusts were no longer required to produce a statutory CYPP, but could continue to do so where it makes sense locally.

9. The CYPP is also no longer the only strategy governing the children's system. Locally the Council Plan provides the overarching strategic framework, setting out how services deliver the Fairer Future commitments. These include introducing free healthy school meals, championing educational excellence and tackling factors affecting poorer life chances such as youth crime, teenage conceptions or being in care.
10. In addition, the introduction this April of statutory duties on the local authority and clinical commissioning group to establish a health and wellbeing board and produce a Joint Health and Wellbeing Strategy (JHWS) has provided new opportunities for partners to work together to improve the outcomes and experiences of our residents including children and young people.
11. As a result, Southwark's JHWS sets out how partners will tackle the issues and inequalities that most affect the health and wellbeing of our communities – this encompasses promoting healthier lifestyles and tackling the causes of poor health and inequality as well as addressing wider issues such as the need for quality housing, and safer and healthier environments including improved road safety, air quality and leisure facilities.
12. The JHWS also provides the framework for all local strategies including the CYPP as well as partner plans such as the Safer Southwark Partnership rolling plan, the clinical commissioning group's operating plan, and service strategies such as those covering economic wellbeing or culture. Collectively they ensure that local action remains focused on improving the outcomes of children, young people and families.
13. In the context of services for children, young people and families, the JHWS prioritises a number of areas which require cross-cutting or partnership actions, such as:
  - a) High-quality advice and support services in the early years, and tackling inequalities in life chances for mothers, babies and toddlers
  - b) Keeping more children physically and mentally healthy, a healthy weight and doing well in school
  - c) Supporting more young people to succeed into education or employment, and identifying and diverting more vulnerable adolescents from risky behaviours or unhealthy choices, including unsafe sex or relationships, and involvement in crime
  - d) Giving children with a disability or special educational need a seamless, personalised experience, enabling them to have more choice and control over their life and support services
14. Both the Council Plan and the JHWS, therefore, provide a robust strategic framework for planning and improving services for children, young people and families. They strengthen the local authority's commitments to deliver high-quality services which every child, young person and family can access, and provide a backdrop for a fresh approach to the CYPP.
15. Through their performance frameworks, progress against local priorities is monitored and reported to council and partnership bodies. For example, childhood obesity is tracked through the JHWS performance framework, while action to improve educational attainment and youth employment are reported

quarterly through the Council Plan as well as by exception to the health and wellbeing board.

## **KEY ISSUES FOR CONSIDERATION**

### **Developing the CYPP**

16. Locally, partners agreed to retain the children's trust and develop a local CYPP because we believe that only together can we achieve the ambitions we have for our children, young people and families. We have also modernised the trust's approach, choosing to develop the CYPP as a partnership plan for the transformation of services in a limited number of areas. As a result, the CYPP sets out priorities and objectives for three thematic areas rather than seeking to describe activity across the whole children's system.
17. Development of the draft CYPP began in June 2012, and has been overseen by the children's trust at each stage. Working jointly with public health, the local authority and its partners have developed a joint strategic needs assessment (JSNA). This has looked at the experiences of children, young people and families within services. Key findings have been brought together with service user consultation into short films which have been used with partners and decision-makers to develop the plan's priorities. These were also used during the consultation phase this summer.
18. As part of the JSNA, a programme of stakeholder consultation events took place throughout the summer. Called '1,000 journeys', these borough-wide "journey" events sought the views and experiences of children, young people, parents, carers and frontline staff as well as local groups, ward members and community leaders. The programme included a wide range of workshops and programmes in community venues, schools, pupil referral units and children's centres, and included one at the Ministry of Sound attended by over 400 young people.
19. Some 1,300 Southwark journeys were collected in total, and these have been used to shape and inform the transformation commitments within the proposed plan. A selection of journeys is also being published alongside the draft CYPP to demonstrate how users' voices have shaped local priorities. This will be available both online and in print, and is attached as Appendix 2.
20. To develop the draft CYPP, partners collectively reviewed the data, the 'journeys', the views of strategic and senior stakeholders, and the direct feedback from children, young people and families. The resulting proposals are set out in Appendix 1, and represent the transformation commitments for 2013 to 2016 for the children's trust. This draft CYPP has been the basis of a widespread consultation across partners and stakeholders over the summer, with views incorporated into the final proposals. This consultation has included strategic partners such as the clinical commissioning groups, education, children's services and leisure scrutiny committee and other stakeholders such as schools and health providers.
21. In addition a 'family friendly' version of the CYPP has been developed to support promotion of the children's trust commitments to wider stakeholders and the community – a draft version is attached as Appendix 3, and this will be finalised, published and promoted following Council Assembly adoption of the CYPP.



### The CYPP's transformation priorities

22. As set out above, the CYPP does not seek to describe all activity in the children's system. Instead, performance priorities for children and young people are held and reported through the Council Plan and JHWS, as set out in paragraphs 8 to 14 above.
23. As a result, the CYPP is a shorter document, framed around three transformational areas. These are the areas which children, young people and families have told us need to improve and which we know can only be achieved through partnership working. This new, more focused approach has been possible through the relaxation of CYPP regulations and the robust strategic planning and performance framework provided by the Council Plan, JHWS and supporting partner and service plans.
24. The three transformation priorities are as follows:
  - a) **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
  - b) **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
  - c) **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support, from childhood to adulthood

### Policy implications

25. The CYPP commits children's trust partners to implement the shared vision and priorities described in the document, and these could have wide-ranging implications. These are summarised in the 'family-friendly' version attached as Appendix 3. In addition, Cabinet may wish to consider the following:
26. **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
  - Future configuration of early years provision including outreach and engagement services to ensure our most vulnerable residents access our early years and early help offers, and key entitlements such as free early years places
  - Commissioning arrangements with partners including health, police and schools to ensure a wide range of provision is easily accessible within localities through children's centres, early help locality teams and services for vulnerable adolescents
  - The role and function of services developing under the local Troubled Families agenda known as "Family Focus Plus"
  - Commissioning choices to reduce health inequalities exercised through new statutory duties and responsibilities around public health and community provision such as school nursing and health visiting
27. **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
  - The configuration of local services as a result of our local Social Work Matters

transformation programme, our local response to the Munro review and the workforce development strategy

- The configuration of local services to vulnerable children around the journey of the child, and arrangements with partners and providers to deliver effective and appropriate intervention and support to families
- Where children cannot be cared for by their own families, how we exercise our corporate parenting responsibilities, particularly in regard to the commissioning of placements and support for looked after children; and reforms to our fostering and adoption services

28. **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support, from childhood to adulthood

- Future configuration of health, education and social care services to support integrated assessment and support pathways in response to new statutory duties set out in the Children and Families Bill
- Understanding the implications of the Bill's extension of rights to age 25 for ways of working, pathways and resources
- How we deliver the personalisation agenda locally for children, young people and their families, including the development of the 'local offer', a statutorily prescribed description of the services children and families can expect to access locally
- Commissioning arrangements with partners to ensure provision matches need, supports the personalisation agenda, increases choice and is high quality

### **Next steps in implementing the CYPP**

29. Once the CYPP has been agreed, its commitments will form the basis of partnership work to review, develop and align or commission provision across the three priority areas. Central messages in the way we will work in improving outcomes for local children, young people and families are set out in the values and principles section of the plan. These have been widely informed by the views and experiences of service users as to what they expect and want from local services.

30. Key to the implementation of the CYPP will be working collaboratively with partners over the coming months to:

- a) Test current service delivery against service user-led values and principles
- b) Further JSNA work to understand what the data is telling us in more depth about barriers and opportunities for change, and service delivery priorities
- c) Identify shared resources and opportunities including how we can use local resources in different ways to meet community needs
- d) Use peer experts and best practice from elsewhere to challenge and inform thinking and support plan development
- e) Work with service users and key stakeholders to build and refine ideas and actions, including strengthening partnership working through the Health and Wellbeing, and Safeguarding Boards

31. Central to this activity will be the development of a suite of performance indicators which enables the trust and stakeholders to measure and assess the impact and success of the CYPP. A draft performance framework is outlined as

part of Appendix 1. This will be developed into a bespoke scorecard which can track improvements and impact. It is also proposed that the children's trust publish its progress against its objectives yearly, including publishing a 'family-friendly' version which is easily accessible for families and communities.

32. These updates will provide the basis for performance monitoring across the local authority and partners, including scrutiny committees, corporate parenting committee and partnership governing bodies. When combined with existing performance reporting arrangements for the JHWS and Council Plan, the result will be a comprehensive scorecard detailing activity and its impact improving outcomes for local children, young people and families.
33. Alongside strategic and service developments, it is proposed the CYPP, and the commitments within it, are promoted widely to stakeholders and communities through a launch event following Council Assembly.

### **Community impact statement**

34. Analysis of the evidence gathered through the joint strategic needs assessment and stakeholder feedback, as outlined above, demonstrates the council's commitment to and fulfilment of its public sector equality duty. In particular the experience and outcomes of relevant protected groups, such as age, race, disability, pregnancy and maternity, were explored in detail to ensure that the CYPP as a strategic planning framework supports the elimination of unlawful discrimination, harassment and victimisation as well as the advancement of equality of opportunity and the fostering of good relations between people who share a protected characteristic and those who do not.
35. Going forward, the work of the children's trust and the CYPP will have wide-reaching implications for all children, young people and families, especially our most vulnerable. A key underpinning principle will be to ensure it embeds considerations of equalities and human rights throughout its development, action and review. We continue to mainstream equalities in all aspects of the work such as any further needs assessment, stakeholder engagement and performance review arrangements.

### **Resource implications**

36. Plans to deliver the CYPP will be informed by resources available within both the local authority and partners. The CYPP provides a planning framework within which the council and partners can prioritise investment and commissioning choices, and ensure that we collectively utilise resources such as free early years entitlements, voluntary sector funding streams and pupil premium to name a few. As appropriate, resourcing plans will be reflected through the council budget setting processes.
37. In some cases, delivering the transformation may require partners to pool or align budgets, or in some cases jointly commission services. Any such developments will be conducted through the appropriate local governance mechanisms.
38. In delivering the transformation in a challenging public sector financial context, it is vital that services are evidence based, cost effective and efficient. The CYPP will be used as a driver to remove duplication where it exists across the children's system and target resources against the agreed transformation areas.

## Consultation

39. The CYPP was developed following an extensive programme of consultation, as outlined above. Going forward, the proposed CYPP is being considered in line with the governance arrangements of other partners. In addition, members have been involved and consulted through lead member briefings, scrutiny, corporate parenting committee and other forums.

## SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

### Director of Legal Services

40. Under the council constitution at Part 3A, the policy framework of the Children & Young People's Plan (CYPP) is a matter reserved to council assembly for agreement. The report requests that the Cabinet recommends the adoption of the CYPP and agrees:
- a) that this becomes the key policy framework document for children and young people and
  - b) becomes the local framework for partnership working, driving the transformation of local provision for children and families and
  - c) will form the basis for the work of other key statutory bodies including the Health and Wellbeing and Safeguarding Boards.
41. Although there remains a requirement for local authorities to have Children's Trust, the regulations requiring a CYPP has been revoked and guidance withdrawn. Nevertheless local authorities may have a CYPP if they wish. The duty of partners on the Trust to cooperate remains; however, there is no longer have to formal duty to have "due regard" to the plan.
42. The Cabinet will be aware that under the PSED General Duty public authorities must have '*due regard*' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
43. The protected groups covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.
44. This report explains the development of the plan and the consultation and engagement that took place with stakeholders to inform the focus and priorities within the plan. The report also explains how the plan has underpinned with the principles of the PSED and in particular in regard to age, disability, pregnancy and maternity, and race.

### Strategic Director of Finance and Corporate Services (FC13/031)

45. The strategic director of finance and corporate services notes the proposal set out in this report and confirms that there are no direct financial implications arising.

46. Funding to deliver this plan will be subject to separate approvals, including the council's budget setting process. Officer time to implement this decision can be contained within existing resources.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Joint strategic needs assessment	<a href="http://www.southwarkjsna.com">www.southwarkjsna.com</a> ; <a href="http://www.southwark.gov.uk">www.southwark.gov.uk</a>	Elaine Allegretti, 020 7525 3923
1,000 Journey – A selection of user experiences	<a href="http://www.southwark.gov.uk">www.southwark.gov.uk</a>	Elaine Allegretti, 020 7525 3923

## APPENDICES

No.	Title
Appendix 1	Draft 2013-16 CYPP
Appendix 2	1000 Journeys – A selection of user experiences
Appendix 3	Draft 2013-16 CYPP summary leaflet

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Dora Dixon-Fyle, Children's Services	
<b>Lead Officer</b>	Romi Bowen, Strategic Director, Children's and Adults' Services	
<b>Report Author</b>	Elaine Allegretti, Head of Strategy, Planning and Performance, Children's and Adults' Services	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	5 September 2013	

**Southwark's Children and Families' Trust**  
**DRAFT Children and Young People's Plan**  
**2013-2016**

## 1. Foreword by Councillor Dora Dixon-Fyle

We, the partners of Southwark's Children and Families' Trust, are pleased to introduce our Children and Young People's Plan for 2013 to 2016. It has been developed in an unprecedented environment, with the transformation of the statutory landscape gathering pace and breadth, and continuing harsh economic conditions.

We continue to face these challenges. We see them as a historic opportunity to continue to protect the most vulnerable in society and reshape what services we offer to ensure they better meet the needs of the children, young people and families we serve.

The priorities in this plan were developed against continuing strong performance of our universal services, which are improving the life chances of our children, young people and families. More children, for example, are achieving better at school, having better health including a healthy school lunch, or succeeding into adulthood through better education and employment opportunities.

This plan builds on these successes. Unlike in previous plans, we have decided to focus this CYPP purely on transforming the areas we know need to improve. We identified these transformation areas in partnership with those who have the biggest stake in our borough – our children, young people, parents, carers, staff and practitioners.

Through the stories and journeys you shared with us, we have identified three transformation areas that we, as children's trust partners, promise to work together over the next three years to improve. We are proud of how your voice and journeys – over 1,300 in total – have shaped the priorities in this plan, and have published a selection alongside this CYPP.

Now that we have agreed our transformational priorities, we are committed to driving through the major changes we and our communities need. We will focus our efforts on the priorities identified in this plan, and will work across local partnerships and boards to align our commitments and ensure our priorities underpin action. We will decide together how we will target our limited resources for maximum effect. Sometimes this means knowing what to stop as well as which new directions to take to make sure we get the best value and have the biggest impact.

We will always ensure services are of the highest quality and based on evidence of need. We will focus on improving family life and ensuring that children are safe from harm. We recognise the importance of having a home and neighbourhood you enjoy living in, and will work to make sure vulnerable and disadvantaged children, young people and families have the best chances in life.

We are committed to acting early to prevent problems getting worse where we can, and on creating a workforce able to achieve our vision. We aspire to make the borough a place to be proud of, and call on everyone involved in the lives of children, young people and families in Southwark to work with us to ensure every child, young person, family and community achieves their full potential.

## 2. Introduction

The 2013-16 Children and Young People's Plan (CYPP) builds on previous plans and strong local performance, with Southwark continuing to perform highly against a range of benchmarks. During the life of the last CYPP, however, much changed in the statutory framework for children's services. This included a significant overhaul of the duties regarding children's trusts including the revocation of CYPP regulations. Locally partners have agreed to retain a children's trust and publish a CYPP as we believe that only together can we achieve our ambitions for local residents.

The CYPP is part of a suite of local strategies for the children's system. Locally the Council Plan sets out how services work together to improve outcomes for children and families, including delivery of the council's Fairer Future commitments. In addition, the introduction of statutory duties on the council and clinical commissioning group to establish a health and wellbeing board and produce a Joint Health and Wellbeing Strategy (JHWS) has provided new opportunities for partners to jointly improve the outcomes and experiences of our residents including children and young people.

The JHWS also provides the framework for all local strategies including the CYPP as well as partner plans such as the Safer Southwark Partnership rolling plan, the clinical commissioning group's operating plan, and service strategies such as those covering economic wellbeing and culture. Collectively they ensure that local action remains firmly focused on improving outcomes for all children, young people and families.

Opportunities exist too in the transfer of public health functions to the local authority, which will strengthen partnerships and services around children, young people and families. The creation of the health and wellbeing board with a statutory mandate to promote integration to improve outcomes also provides further opportunities to progress towards the objectives in this plan.

Other statutory changes include new requirements for safeguarding children boards, as set out in the revised Working Together statutory guidance, and new legislation, including the Children and Families Bill. This raises the bar around the delivery of services for vulnerable children, such as those in care or placed for adoption, or children with special educational needs and disability, and for the role of early help services.

The CYPP was developed following an extensive joint strategic needs assessment. Working jointly with public health, the local authority and its partners looked at the experiences and journey of children, young people and families within services. Partners also held an extensive programme of stakeholder consultation events. Called '1,000 journeys', these borough-wide events sought the views and experiences of children, young people, parents, carers and frontline staff as well as local groups, ward members and community leaders. Some 1,300 Southwark journeys were collected in total, and these have been used to shape and inform the transformation commitments within this CYPP.

A selection of user journeys has been published alongside a summary of the needs assessment, in order to show how the views and needs of stakeholders and residents have influenced our priorities. In addition we have published a summary of the CYPP. To access any of these documents, visit [www.southwark.gov.uk](http://www.southwark.gov.uk) or call 020 7525 3674.



### 3. Southwark's Children and Families Trust Vision

Our partnership vision is that

*“Every child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life. We will work together to deliver high quality services that make a measurable difference in helping to overcome inequality and disadvantage, and strengthen families’ abilities to raise their children successfully and independently.*

Our Children and Young People's Plan sets out our three areas for local transformation:

- **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
- **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
- **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support from childhood to adulthood

## 4. Our values

As partners, we are committed to the following values as we set out to achieve our transformation outcomes. We will work together to:

- Empower children, young people, families and their communities to be safe, independent and responsible for their own wellbeing
- Maintain a shared commitment to resource early help services that divert need, providing the right support at the right time, and stemming the flow to specialist services
- Equip the workforce and community resources with the right tools and skills to know how to achieve positive change and improved wellbeing in families
- Being open, inclusive and accountable in our actions, ensuring families are central to decisions about them, and their journeys are shaped by their voice and experience
- Commit resources to evidence-based practice that is accessible and led by our community's needs, underpinned by a shared commitment to earlier intervention and protecting the most vulnerable
- Use meaningful outreach to enable vulnerable families to take up services that best meet their needs

## 5. Our principles

As partners, we are committed to transforming the service user journey through the following service redesign principles. We will work together to deliver high quality services by:

- Making commissioning choices that recognise and improve the journey of the child through services and life stages
- Raising the bar through more and better integration of services at the right point in the journey
- Retaining what works locally and recognising where we need creative and new ways of working to improve outcomes
- Enabling provision to be flexible and bespoke to families' needs and choices, emphasising strengths as well as needs
- Ensuring services are simplified, transparent and easily accessible
- Ongoing continuous improvement through benchmarking, and using peer and field expert challenge
- Spending money as if it were our own and making the best use of resources to meet need, striking the balance between meeting needs early, value for money, sustainability and quality

## **6. Our transformation commitments and the results we expect**

### **6.1 Best start – children, young people and families access the right support at the right time, from early years to adolescence**

1. Children and families access local, good-quality childhood provision that meets their needs

We will do this by working together to:

- Improve access to provision from antenatal services and childcare through to starting school
- Ensure all our children's centres and early years providers are Ofsted rated good or outstanding
- Reduce health inequalities in young children, such as by improving immunisation and low birth weight rates
- Realign resources to better support those most in need, for example making best use of education and health checks, the healthy child programme, free early education entitlements and community health provision

2. Timely and effective early help prevents need escalating

We will do this by working together to:

- Ensure local and common assessment frameworks provide a holistic, timely and proportionate initial response
- Increase resilience by supporting parents to raise their children successfully and young people to succeed into adulthood
- Close the gap in outcomes for more vulnerable or troubled children, including in attainment, attendance and health
- Realign resources and build pathways around key triggers and risks in the journey of vulnerable or troubled children, young people and families

3. Flexible, holistic early help reduces the risk experienced by vulnerable or troubled children and families

We will do this by working together to:

- Ensure our initial response spots and acts in a timely and proportionate way to reduce risk
- Enable vulnerable families to step down successfully from intensive support
- Achieve permanent positive change for vulnerable children and families more quickly, such as through reduced contacts, repeat plans and duration of support
- Expand the range of targeted community-facing provision to prevent problems escalating for our most vulnerable or troubled families

## **6.2 Safety and stability – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change**

1. Social work that makes a difference to partners, professionals, families and communities

We will do this by working together to:

- Assess risk, detect warning signs early and ensure the initial response results in a clear, timely and appropriate offer of support at the right level in the system
- Work more holistically around children and families, including developing ongoing bespoke support that works with the families' strengths and needs
- Transform social work practice by empowering the workforce with the right skills, systems and networks to make positive change to the lives of vulnerable families
- Develop family resources and interventions that are flexible, appropriate and evidence based

2. A system-wide approach to neglect

We will do this by working together to:

- Gear the whole system, from universal and early help provision through to statutory services, towards spotting and acting on the signs of neglect
- Invest in interventions that recognise and tackle the causes of neglect and reduce the impact of a legacy of neglect
- Reduce drift and delay through more assertive practice
- Align resources to ensure no child is left in damaging neglectful situations

3. More children and young people find a permanent and stable home

We will do this by working together to:

- Ensure there is sufficient quality provision to keep children and young people in stable homes
- Embed planning for permanency at every stage of the child's journey
- Increase the number and range of children getting home more quickly, including being adopted
- Free resources to be used flexibly and creatively to achieve lasting positive change that meets need

### **6.3 Choice and control – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support from childhood to adulthood**

1. Children with complex needs have a quality, integrated education, health and care plan

We will do this by working together to:

- Ensure the services offered locally are sufficient to meet need and clearly promoted
- Place the child and family at the centre of everything we do
- Provide services that promote a smooth and integrated journey and enable children and young people to thrive and prepare for adulthood
- Align resources to support seamless planning across the continuum of need

2. Families take control and make real choices about their support

We will do this by working together to:

- Ensure effective advocacy, information and advice services empower children, young people and their families
- Empower providers to develop quality provision which meets families' needs
- Enable families to choose how they access support, including through a personal budget
- Apply the principles of personalisation to all that we do

3. Young people and families have increased independence and resilience

We will do this by working together to:

- Provide high-quality, flexible and responsive services, making best use of partnership resources, and universal settings and providers
- Empower families to make better use of the range of opportunities available to them
- Develop early help and targeted services which build families' capacity and help to meet needs earlier
- Organise resources, services and the workforce to enable children and young people to move seamlessly through life stages

## 7. Measuring our progress

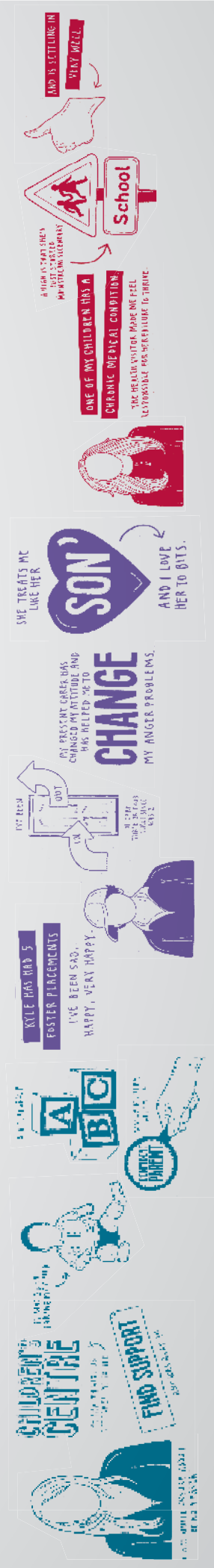
The table below sets out a scorecard of performance measures with which the trust will hold services and the system to account in progressing actions against our shared priorities. It is intended that over the lifetime of the CYPP, these measures will be developed into a bespoke suite to demonstrate improvements on impact on outcomes, journey and/or quality.

<b>Best start</b>
Percentage take-up of key childhood immunisations
Percentage of health visitor checks completed at age 2-2.5 years
Percentage of children's centres rated good or outstanding by Ofsted
Percentage take-up of free early education entitlements
Rates of fixed term and permanent exclusions, by school phase
Percentage of first time entrants to the criminal justice system
Violent youth crime rate
Percentage of referrals to the early help team resulting in support, by agency
Percentage of referrals to social care which result in no further action, by agency
Re-referral rate to social care
<b>Choice and control</b>
Percentage of eligible children receiving an integrated education, health and social care assessment and plan (or single agency assessment/plan in lieu of integrated process), by agency
Percentage of integrated plans (or single agency plan) completed to timescale
Percentage of families who ask for a personal budget receiving one
Percentage of combined budgets spent on personal budgets and personalised services
Percentage of children, young people and families happy with the care they receive
Percentage of eligible children previously in receipt of early help
Percentage of requests for statutory support resulting in no further action
Percentage of children and young people with a fixed term exclusion who have an identified SEND
<b>Safety and stability</b>
Re-referral rate to social care
Number of children in care adopted and percentage leaving care who are adopted
The number and percentage of children for whom the permanence decision has changed away from adoption
Percentage of children becoming subject of child protection plan for a second or subsequent time, and those within two years of the previous plans end date
Percentage of child protection plans lasting 2 or more years at point they cease
Percentage of care proceedings to timescale
Percentage of children in need who are classed as persistent absentees
Percentage of sessions missed for children who are the subject of a child protection plan

# 1000 JOURNEYS

## What you told us...

...and how your stories helped set Southwark's priorities for children, young people and families



**BEST  
START**

**SAFETY  
AND  
STABILITY**

**CHOICE  
AND  
CONTROL**



# OUR VISION FOR CHILDREN, YOUNG PEOPLE AND FAMILIES IN SOUTHWARK

“Every child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life. We will work together to deliver high-quality services that make a measurable difference in helping to overcome inequality and disadvantage, and strengthen families’ abilities to raise their children successfully and independently.”

**We are Southwark’s Children and Families’ Trust and we developed the Children and Young People’s Plan to set out how we will improve services for children and families in the borough over the next three years to 2016.**

We began developing the plan in June 2012 when we went out into our communities and workforce and asked you to tell us about a story or journey you have had. We were delighted that more than 1,300 children, young people, parents, carers, staff and practitioners responded. These journeys have shaped our plan for local services.

We also looked at the demand and performance of local services and talked to senior decision-makers about what services they felt were working well and what needed to change. We took all of this information and developed three transformation priority areas in the Children and Young People’s Plan:

## **Best start**

Providing the right services for children, young people and families at the right time in their life

## **Safety and stability**

Providing support for our most vulnerable children, young people and families to bring about safe, positive and lasting change

## **Choice and control**

Providing seamless, personalised support for children and young people with a special educational need or disability

*Presented in the following pages are just a few of the many stories you shared with us.*



# BEST START

We promise to make sure that children, young people and families can access the right support at the right time – from early years to adolescence – giving them the best start on their journeys.

## What does this priority mean?

We all need a little help at some point in our life – maybe when we are a new parent with a new baby, when we are starting school or when we are recovering from a difficult situation in your family life. So we are committed to making sure that you can access the services you need when and how you need them, to help you on to the path to success.

## What can you expect to change through this priority?

- To find it easier to use local services such as antenatal services, childcare or services in children's centres
- More children having their health and education checks and immunisations, and more having better health and taking up free early education places
- Fewer young people missing school or being involved in crime
- More families achieving permanent positive changes more quickly following support from specialist services

## BEST START FOR YOUNG FAMILIES

**"I have lived in London for nearly 20 years,** and have two children. When I had my children, I was surprised at the level of services provided by Southwark. My eldest was born in 2008 when there were a number of SureStart activities to attend. This meant we met many people in the area, feeling part of a community, which is unusual in London. My eldest also had the opportunity to learn a second language and do music. I have recently returned to work after the birth of my second child, and have been supported by fantastic nursery provision. Juggling work and childcare will be the next stage of my journey."

**"I was quite unsure** about being a parent and was glad to find support. My health visitor referred me to the children's centre. I've made lifelong friends. It was great taking my child to a playgroup every day, and building myself up by enrolling on courses. I'm now mentoring someone and watching them become a confident parent as well."

## LIFELONG FRIENDS



**"Difficult living conditions,** no job and having my second daughter pushed me into severe depression. My GP referred me to the mental health care team – they helped a lot by looking for activities that will let me get out and about. I also use the asylum seekers group. I'm now looking to get back into work although it's not always easy to stay on an even keel."

**"Got pregnant at 22** through drugs; social workers got involved. No one to check on me; health visitor only came twice. Some people get guidance but I got left on my own."

**"I came to live in London in 1995.** I have a nine year-old daughter now, and 4 years ago I got my registration to be a child minder. It is the best thing – this lets me spend time with my daughter. When I started my child-minding business, I learnt about all the services and help available, including the children's centres. My first language is Spanish, so would like to do English language courses. My child minder coordinator was very helpful, as were the staff from the centre – they gave me lots of information and opportunity to participate. This built my confidence to be more involved with other parents and children."

ALSO USE THE

ASYLUM

SEEKERS

GROUP

**“The thing that made the biggest difference** was having a non-judgemental service to support me with my mental health and my parenting alongside empowering me to grow personally by befriending. What could have been different is support in pregnancy that could have prevented my post-natal depression being so serious and earlier positive bonding with my child.”

**“If parents and the community are not accessing available services,** are the services providing what they need?”

**“I feel so happy having support,** friends, and good services for my baby and me. When I had my daughter, the health visitor gave me a ‘let’s go’ magazine, and advised to go to baby groups, then I went to the children’s centre. The English courses also really helped me. These experiences have made me want to be a child minder and care for children.”

**“With more joint working and collaboration,** we are increasingly dependent on others to deliver our priorities. The question is how do we effectively monitor and evaluate these services and their impact?”

#### **SOUTHMARK FAST-FACTS:**

- 65% OF LOCAL CHILDREN'S CENTRES ARE JUDGED GOOD OR OUTSTANDING BY OFSTED.
- NEARLY HALF OF 2 YEAR OLDS DON'T GET THEIR HEALTH VISITOR CHECK-UP.
- 64% OF SOUTHMARK CHILDREN ACHIEVED A GOOD LEVEL OF DEVELOPMENT AT EARLY YEARS FOUNDATION STAGE IN 2012 (LONDON: 59%).
- 69% OF THREE AND FOUR YEAR OLDS IN FREE EDUCATION ARE IN GOOD OR OUTSTANDING SETTINGS (LONDON: 71%).
- TAKE-UP OF THREE AND FOUR YEAR OLD FREE EDUCATION IN SOUTHMARK IS 81% (LONDON: 89%).

**“I am a mum of two girls** – one is in primary school, the other is a baby. I find the bulk removal service very useful – with a new baby you need to buy a lot of things, and update your furniture. I go to the baby clinic for my baby’s check-up, but the clinic is under-staffed, and too hot. I waited over two hours for a check. My health visitor is very good at advising on services. I want to return to work next, and will need to get a nursery place.”

**“My first child was born in 2005.** My health visitor told me about my local children’s centre, and Bookstart. I was on maternity leave and wanted to take my baby out to meet other children. I didn’t know what to expect because I had never heard of children’s centres. I felt very happy when I went to the children’s centre, and Bookstart groups at the library. It was the highlight of our week. The centre has given me a lot of help and support over the years. This made me want to become a volunteer. The Kick Start Your Life course gave me direction on what to do once my children are at school.”

**“I am nearly finishing my final year at university** – I am a mum of two. I got pregnant at 21 and had to leave college. Things were tough – I was struggling to get my life in order. I was getting help from Southwark: I had a personal advisor who helped me set goals. I was also in touch with a family support worker who helped me secure accommodation and to make sure I paid my bills.

She helped me secure nursery for my son when I wanted to go back to college. When I wanted to start university, my family support worker helped. I expect to graduate soon and start work."

**"I came to the UK with many expectations**

– to find a better life. At the beginning, I was a bit afraid and worried as a foreigner. I'm a mother of two children, but not having my extended family in the UK was difficult. I remember seeking support and help from health visitors, GPs, midwife, local services, community centres – I had good advice from friendly people. The crèche services really helped me learn without stress or interruption."

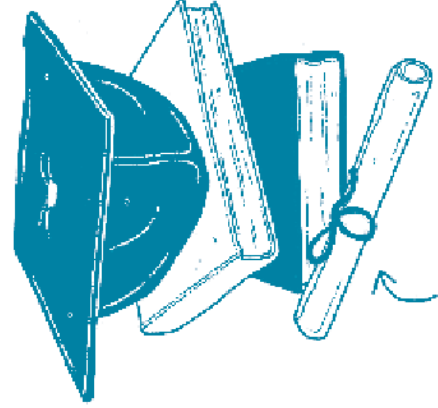
**"My first child was born when I was 17**

– I was a single parent. I was upset and embarrassed quite a lot. I was shy and scared of using services. I thought people looked down on me. The outreach worker at the children's centre really made a big difference to me. Now, my children are in school – I was so proud when my first child started school. I want to help my children get a good education."

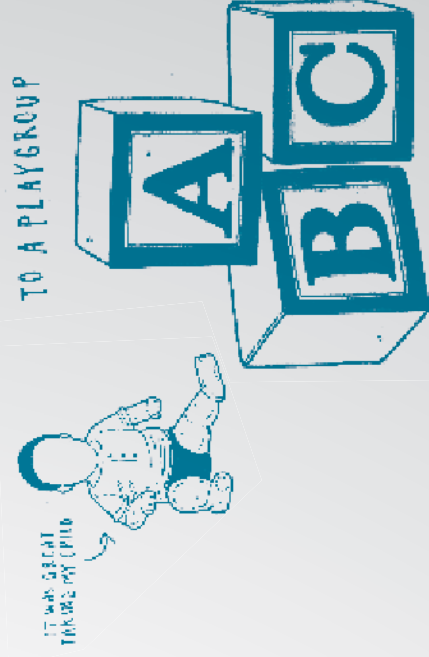
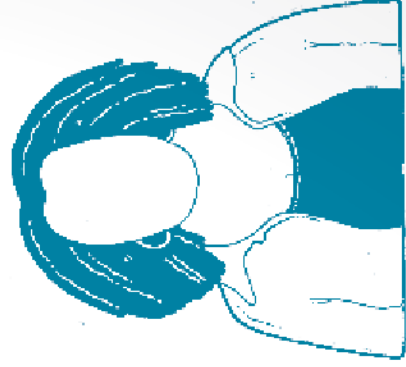
**"After my first child was born,** I started to find out about different playgroups and baby services. I met a lot of people – staff, other mums, childcare workers – that provided support. Children centres are places to learn about all the services that are provided – helping me when I was feeling frustrated and locked in with my kids, by giving me a place to go. They're places where my children can have fun and learn in a safe environment."

**"My two children are in primary school**

– we are looking at secondary school choices for my son. By both working part-time, my partner and I share childcare – we were very busy attending all the activities, groups, and training available. My outreach worker was so important to us and became a real friend. She encouraged us to really engage with our children's learning. The local parent forum helped us get involved in planning activities for parents. I found that getting out and about was really helpful in keeping my spirits up when things got tough. I was able to go to something every day. I could always find someone to talk to, and share experiences with friends and practitioners – always someone to help with advice. What really helped were all the SureStart services, breastfeeding café, parent and toddler groups, Bookstart, Tiny Gym, numerous parenting courses, crèche facilities, Parents as Partners in Early Learning. The next part of my journey will be helping my kids enjoy their school experience; giving my kids as many opportunities as possible."



BUILDING MYSELF UP  
BY ENROLLING ON COURSES





HERE IS A SELECTION OF JOURNEYS ABOUT FAMILIES DEALING WITH DIFFICULT SITUATIONS, SUCH AS DEPRESSION OR SUBSTANCE MISUSE.

## BEST START FOR FAMILIES WITH CHALLENGING CIRCUMSTANCES

**"I referred Mo following the birth of her child.** Mo has depression, with a history of drug and alcohol abuse although she has been clean for two years; the father has a history of drug possession too. Mo has moved four times since the birth. She's very difficult to engage, although not when she knows you."



I REFERRED MO  
FOLLOWING THE BIRTH  
OF HER CHILD

**"I'm a good girl. I just have some trouble at school.** I'm a sensible girl. I'm looking forward to going out of Summerhouse and back to my school now I can be sensible. I ended up carrying a knife; it was scary." In 2008 I was brought to London to look after kids and cook. I expected to study or go back to school and learn a trade. I was excited to be brought to London, thinking life will be very good. I wanted to learn how to read, write and speak English. I left those that brought me to London, and met a friend with whom I shared my feelings – she encouraged me, and advised me to leave. I had to leave because I was being mistreated. Social services helped with support and advice – and sorted out a college for me. Now the biggest difference is being at school and having my own place. I have freedom and no longer suffer domestic abuse. I want to study hard and understand more English – be able to use it well in my day to day life, and to own my own hair and beauty salon."

### SOUTHMARK FAST-FACTS:

- ☛ OVER A QUARTER OF REFERRALS TO FAMILY SERVICES ARE FOR 'BASIC CARE', SUCH AS MATERNAL DEPRESSION AND HEALTH
- ☛ NEARLY A THIRD OF HEALTH VISITORS' CASES ARE FOR CHILDREN WITH ADDITIONAL NEEDS – THAT'S UP TO 100 CHILDREN PER HEALTH VISITOR
- ☛ THE LEVEL OF CHILD POVERTY IN SOUTHMARK IS WORSE THAN THE ENGLAND AVERAGE, WITH ABOUT A THIRD OF UNDER 16S LIVING IN POVERTY

**"I came to London from Nigeria** in 2001 for a better life. I live in an overcrowded room – I have 3 children. My 9 year old has special needs. I'm worried about my children's future and safety. The biggest difference has been when I got counselling."

**"I was low, and feeling like I was worthless.**

My partner had been violent, and I was in shock. My son's father was in prison. I knew I was on my own, and didn't know where to turn. I expected to lose my son, and was scared. I got help and support. The outreach worker was lovely, and listened. I didn't trust her at first: 'why does she want to help me?' I thought. She made me feel better about myself, and that I could do something with my life – I was a good mum to my son. Social services helped me with forms and advice. Sometimes I would just cry and talk – they told me I was OK, and would come though. I have just finished my volunteer training – I want to help other mothers who are alone. I want to give back to the community. I feel much happier and have made friends on the course."

**"I am now in Southwark as an asylum-seeker** – my partner is the main applicant, with me and my three children dependants. The people here are friendly – they love children, as I do. The children's centre is very good for the children and parents – I like to be there with them. Family information service helps a lot. The playgroup helps me learn about things here. I try not to let our situation depress the kids, but I hope to remain in the UK."



BUT IT  
BECAME WORSE  
WHEN I HAD MY  
FIRST SON.

**"My depression started when I was 14,** became worse when I had my first son. Referred myself to Newpin, they've helped a lot. When I got arrested for assault in 2010 I knew my aggression was out of control. I've a 'team around the family' plan at the moment – it helps – and am attending a family English course. I've got problems now with my eldest son at school, he won't attend, has been excluded three times, and is emotionally hard to deal with."

**"The measure of success** should be a reduction in serious youth crime, as this can only be achieved when the whole family, including parenting ability, is considered."

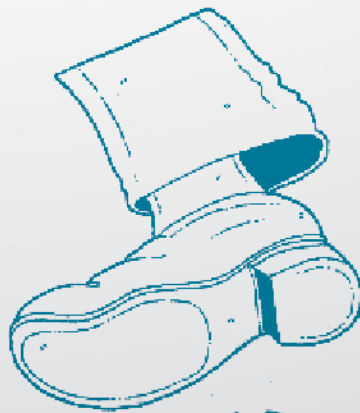
WHEN I GOT ARRESTED  
FOR ASSAULT IN 2010.



I KNEW MY AGGRESSION  
WAS OUT OF CONTROL

## BEST START FOR ADOLESCENTS GROWING UP

**"I used to get into a least three fights a week** at primary school. I had poor handwriting, terrible spelling, bad attitude, always late, so I got kicked out. My dad doesn't care about me. My key worker tried to get me back in school, but I ended up in the pupil referral unit. I dropped out, needed to make money, was dealing and got referral order. Got in with the wrong crowd, I felt untouchable – getting a buzz from all the activities. I'm looking at college now. I'm not a bad kid. I want it to be different."



**"I didn't do well at school** as most people don't understand dysphasia. My youth worker is brilliant though and gave me positive constructive advice. I'm at college now, teachers are supportive and helped me get my GCSEs and A-levels. The work experience and qualifications I've now got will help me find employment that will give me satisfaction."

**"In school I would act like a fool** because I thought I needed to be cool. So I ended up here; brought fear and tears to my mum's eyes. Everyday I try."

**"The biggest difference was being able to go to the youth centre** and clear my mind and have a place to relax and be happy."

**"I am studying at college for a BTEC.** I play American football, just finished as a junior, starting senior soon. My influences are my mother, best friend, close friends, girlfriend, teachers, coaches, social workers. Mom went to prison so I was left on my own to sort out everything for myself without having anywhere to live properly. Friends and my social worker helped me stay positive. My expectations were a little non-existent at the start of my journey but a lot has changed with the help of my social worker and the youth services."

MOST PEOPLE  
DON'T



**"The pupil premium is available** for children not reaching [attainment] targets – the potential is there, schools have to publish what support they offer children with special educational needs, and there are early help services available. It's about making better use of services."

**"Troubled children are often excluded.** There needs to be early intervention from the first exclusion – there needs to be a 'toolkit' for dealing with that child, looking at the context around the child."



**“My journey started a year ago when I left my parent’s house at 17.** I found it difficult to live with my parents and their strict ways – I didn’t feel safe and secure. I got a studio flat and had to do life on my own. Social services have helped me a great deal. They have provided me with information that I needed. I had an advisor who was always by my side. They were encouraging me to study and finish my education. I think I was lucky to have people to guide me along the way. The bit I remember most is the day I left my parent’s house. I am still not sure that I made the right decision and sometimes I wonder how my life would be if I had stayed at home. But, I wanted to be the one who made decisions about my life. I am not really happy with the way I am – I have a way to go yet. I really miss my brothers and sisters. I want to start thinking ahead and being responsible for my actions. To get there I’d like to find a role model and a mission in life. I need to start to trust people and to make contact with the right people. I will go back to my parents and show them that I am still their daughter and that they didn’t waste all their efforts on me. I want them to be proud of me.”

#### **SOUTHMARK FAST-FACTS:**

- ▣ NEARLY 75% OF YOUNG OFFENDERS ARE KNOWN TO CHILDREN’S SOCIAL CARE, AND A CHILD WITH A FIXED TERM EXCLUSION IS MORE LIKELY TO BE KNOWN TO SOCIAL CARE THAN A CHILD WHO HAS BEEN PERMANENTLY EXCLUDED
- ▣ OVER 90% OF EMERGENCY CHILD PROTECTION INVESTIGATIONS FOR 15 TO 17 YEAR OLDS END IN NO FURTHER ACTION BEING TAKEN

THE WORK EXPERIENCE  
AND QUALIFICATIONS I’VE  
NOW GOT WILL HELP ME



#### **“When I moved house to a different area,**

I had to make new friends. I am in secondary school now in year 9. I am choosing my options for GCSEs. In primary school I had a great time, but then at secondary school some tried to put me down and spread rumours. I felt like I wasn’t wanted. My mum and teachers helped me when I was bullied. They are helping me to deal with these things. But, I need to focus on school so that I can pass all my GCSEs. I want to be a midwife like my aunt. If someone else was being bullied I would tell them to tell their family and their teachers and not to keep it bottled up inside.”

**“I have got my GCSEs,** and I’m at the beginning of my AS Levels. Going from year 11 at secondary school to year 12 has been daunting, but exciting. My goal is to become an architect. I did work experience in an architect’s firm and it was good to experience the life of an architect. It has given me motivation to stay focused and work hard.”

#### **“My journey began in year 7 at secondary**

**school.** I am now in year 11. I have problems in maths and I’m easily distracted. My support teachers have helped me; some other students have helped me too. They help me with my schoolwork, and to stay focused. I used to get in trouble in school and at home. I felt angry, depressed and fed up. I used to get into a lot of fights. The thing that has made the biggest difference to me was growing up and learning to listen more. I want to plan for my future, work hard and apply to go to college – I want to be a pilot or work in a library.”

TEACHERS ARE SUPPORTIVE  
AND HELPED ME GET MY



**"When I lost my job,** Southwark Youth Services gave me motivation and now I'm in my first year at university. The people who have helped me the most are: my youth worker (love her), my mother, my brothers, and my nanny. My youth worker helped me to prepare for university. My Dad has also been a big inspiration. I remember he gave me the biggest hug when I got in to uni. I expect that I'm going to have lots of course work and revision and less time to see my friends, but I also expect to make my mother proud and make my youth worker smile."

**"I was at my friend's house when I first saw my girlfriend.** A few weeks later we started seeing each other and a few weeks after that we found out we were going to be a family. At the moment I'm doing a class with my girlfriend to help us to be a good mum and dad. A high is having a family to look forward to; I want to be a good father and boyfriend. Sometimes I worry whether I'll be a good enough father, but my support worker helps me and gives me advice."

**"My journey started when I came to England** in 2004 because of the civil war in Somalia. I didn't know any English and I wasn't sure how I would cope. I went to college to learn English so that I could talk to people – talking to people without an interpreter was a big achievement. My care worker has helped me along the way – helping me to enrol with the library and to use the leisure centre. The teachers at college have encouraged me to learn in order for me to have a better life in the future. I want to do an NVQ Level 2 in social care so that I can work as a carer."

#### SOUTHWARK FAST-FACTS:

- 2010/11 PRIMARY STUDENTS: 17,873
- 2010/11 SECONDARY STUDENTS: 12,485
- NO. OF SCHOOLS:
  - > PRIMARY – 70
  - > SECONDARY – 16
  - > SPECIAL – 9
  - > INDEPENDENT – 9
  - > INDEPENDENT SPECIAL – 1
- 58.8% OF SOUTHWARK CHILDREN GOT 5+ A\*-C GCSE AND EQUIVALENT RESULTS IN 2012

**"When I was eight years old my parents broke up** was hard – I felt it was my fault. My parents arguing with each other before they split up was bad. Now my parents are happy with other people instead of being unhappy together. My mum has a boyfriend who I get along with, as well as his son. My father has a girlfriend and she has 2 kids who I get along well with too. Recently my little half brother was born. My friends and family have helped me to understand that I am lucky to still see both parents. I want to be a game developer because I like creating things on a computer because I like how games look when they are put together and I want to be a part of that."

**"My dream is to be a music producer.** My mum has always supported me by commenting on the tracks I make. I am learning how to make music at college and at Bede Youth Club using their Mac. My tutors at college have taught me how to produce beats. I am hoping to get a job and to get a BTEC qualification."

**"I live with my mother and brother.** I find myself in situations because of my brother. I always stick up for him, but it isn't always the right thing to do. I got thrown out of school because I didn't listen. I could go to prison and live the thug lifestyle, or get a job and become a business man. I want to move out of London to get away from all the badness. Bad memories make me angry and upset – I don't know how to deal with them, especially when I am on my own. You have to keep yourself busy so you don't end up thinking about stuff – but this can mean you are doing the wrong thing."

**"I am in the pupil referral unit.** I was fighting a lot in mainstream school. Other people were always starting trouble with me. The people here have helped me a lot. I feel angry and sad. I am learning how to control my temper so that I can be good and do what you're supposed to do in lessons. I want to leave here and go back to school. I want to finish and get good GCSEs."



# SAFETY AND STABILITY

We promise to make sure that our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change – providing safety and stability which might be otherwise missing.

## What does this priority mean?

Every child and young person should grow up in a safe, loving and stable home – and it is everyone's responsibility to make sure they do. So we are committed to working to support families and communities to keep children safe, and help them lead happy, healthy and safe lives.

## What you can expect to change through this priority?

- More effective help for parents struggling to care for their children
- More children and young people living in a permanent and stable home
- More foster carers and children being adopted
- Vulnerable children and young people succeeding better at school

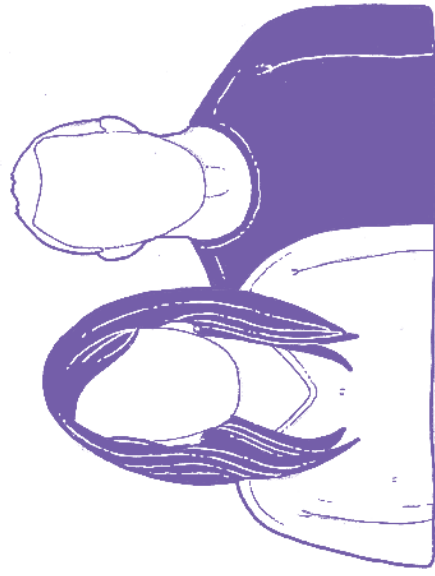
## SAFETY AND STABILITY FOR FAMILIES FACING CHALLENGES

**“The Akondi family is well known:** the mother was a teenage parent, the father an addict. Three children were adopted at birth, and there are child protection plans for the other six. There’s a history of domestic abuse, shop lifting, anti-social behaviour, and rent arrears. When the mum is pregnant again, a section 47 leads to a child protection plan for the unborn child. Things deteriorate further: the eldest son is in trouble with the police, the father too has been arrested for drugs, the other children are not attending school, the eldest son goes missing, and there are concerns about the poor health of the younger children. The eldest daughter is now pregnant.”

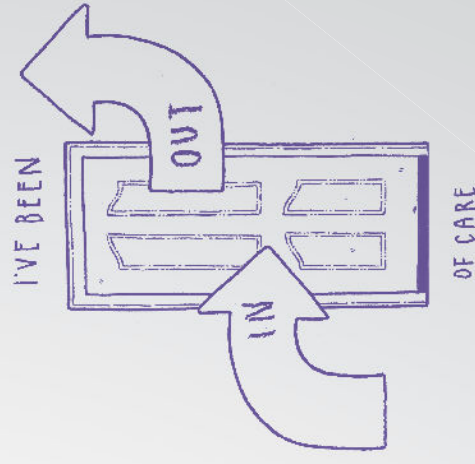
**“Complex families need more bespoke solutions** to their needs. If we empower practitioners, we need to empower the resources and have the right tools in place.”

**“I had my daughter at 17** and wanted to go into rehab with her. This wasn’t allowed so I lost custody. Accessing funding to go into rehab a few years ago really sorted me out; also funding for detox; I couldn’t have turned my life around without that. I was a thief and an addict and I thought that working was a mug’s game. But now I can give myself permission to be a person who can try and reinvent. I now have a close relationship with my adult daughter. I’m a grandma now too. I have a new boyfriend, and may have marriage in my future and some financial security.”

**“I was fostered at 6 months** to a couple in Essex – one of four children fostered out. When I was eight, my sister came to join me. I had a very unhappy childhood, despite having my sister. I started college in London, but had to get through the hostel system – independent living at 16. I finally met my birth mother after 10 years. But I didn’t have a great relationship with her. I came to Southwark in 1994 and was self-sufficient until I had my son. I stopped working then, but was looking for childcare. As a first-time mum, I didn’t have any support – I wasn’t able to rely on the father’s family. I had to do it all by myself. Contact with my Health Visitor started once I had my son. She was very good – encouraged me

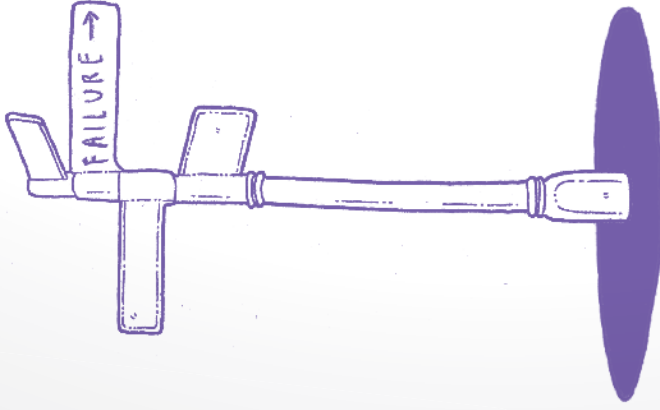


**“Social workers need the tools and training** to be clearer and more confident about how their child protection plans and work can make a difference to a family.”





I HAD SET HIM UP FOR



to make contact with children's services. I made sure my son and I got out as much as possible. In the last couple of months, I've been diagnosed with depression. Issues with my childhood are re-surfacing now. My GP referred me to CBT, then parental Mental Health – this has been helpful. As a parent, you have ideas about how you want your child to be – and I want to be a good mum. The thing that made the biggest difference was knowing there were places to go. Networking through SureStart helps you meet other mums. My hopes are to find work, raise my son to be a good citizen; find a new relationship and have more children."

#### SOUTHWARK FAST-FACTS:

- ☑ SOUTHWARK HAS THE THIRD HIGHEST REFERRAL RATE IN LONDON; BUT NEARLY A FIFTH OF THESE REFERRALS END IN NO FURTHER ACTION
- ☑ SOUTHWARK HAD THE HIGHEST NUMBER OF CHILDREN ON REPEAT CHILD PROTECTION PLANS IN LONDON IN 2011-12
- ☑ THE BOROUGH HAS ABOVE LONDON AVERAGE TIMELINESS IN COMPLETING ASSESSMENTS

**"I was originally referred to the Mellow Parenting programme** for support in managing my elder child's behaviour, but hadn't engaged due to my lifestyle: substance misuse and an abusive relationship. When I was pregnant with my third child in 2010, the older children were placed in foster care due to my substance misuse. I realised then my lifestyle had to change – I stopped using drugs. My youngest had stayed in my care for 16 weeks (mother and baby unit). Then I went to the perinatal drop-in – I found it hard, but had to attend as my youngest was on a supervision order. With time, as I got to know people and didn't feel judged, I started to feel more comfortable and enjoyed going. My baby and I started attending support services three times a week – we enjoyed being around other mums and children. It helped me to know others who had similar problems; to be given advice about things that would help me and my child, and not to be criticised about things I might be getting wrong. I have suffered depression now for about 20 years, and have spent some time in hospital with it. Not being isolated is very important, has helped me not get depressed anymore; it's definitely helped me be more confident and have better self-esteem. I'm also able to socialise and relate to people without drugs."

WITHOUT EVEN UNDERSTANDING THIS WAS MY OWN ISSUE.

**"My eldest son had many fixed term exclusions** which meant disrupting my work to attend school and services. The youngest was beginning to act up, I had police at my door. It was only when he was sent to court for possessing a knife that I realised I needed support to know how to parent. The youth offending service answered my cry. After its programme, conversations with my son showed me he wanted more independence, more praise. I had set him up for failure without even understanding this was my own issue."



# MY DEPRESSION STARTED WHEN I WAS 14.

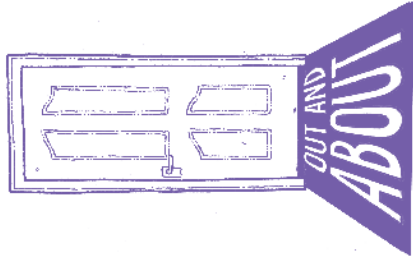
**"I suffer from severe depression.** The depression stems from the death of my father when I was aged six. I have never been able to get over this, and have never liked life at all since. I didn't find it easy to talk to people; was always on guard, which made me 'hard-faced' at times. I used to stay in most of the time, drink quite a lot and smoke cannabis constantly, even when I was pregnant – which is not something I am proud of. I've slowly but surely cut my cannabis use. I've done the 'mellow parenting' course – it teaches about the right ways to discipline children. My depression has got a lot better, and the course has let me build new friendships, something I never thought would have happened. For the first time in a long time, I felt fantastic and proud of myself. The bond I have with my son has been improved hugely; as I always used to get stressed with the stages a baby goes through. I've learnt new ways of coping, which has made me realise its OK to get stressed sometimes, and understand that children feel what we do."

**"We need more services at the front door,** so families get the support they need earlier. Are we using the wider system as best we can?"



**"We need to think about** how current health visiting capacity is used in regards to vulnerable children in identifying and managing need – we could work differently."

THEY HELPED  
A LOT



**"I grew up in Southwark** and am a mum to two girls. I was 20 years old when I had my first girl. Although the pregnancy was unplanned, I was happy and looking forward to being a mum. I had been with my partner for about 18 months, but as we both had mental health problems, it was not the most stable of relationships. I'd probably been depressed for quite a few years at this point but never got any help for it; I just got on with things, as that was the ethos of my family. For the first month after my first girl was born, everything was amazing – we were the perfect little family. But then things changed – I started to feel like I wasn't coping. I started to doubt my ability to parent her. Within weeks I was no longer interacting with her. Things between my partner and me were strained – he was not supportive. My confidence was gone. I stopped talking to my family, and became even more withdrawn from everything. Things went downhill very fast. When my little girl was 18 months, her Dad started to visit and we got back together. I became pregnant with my second girl – I knew I needed help. On my first visit, I thought this wasn't for me. But I knew I needed help, so decided to keep trying to attend. After a while, I started to engage with staff and attending every day. It gave me a safe space to discuss my feelings and be helped by others. I finally had a support network for the first time since having my daughter. I am now feeling better in myself – things are improving. I am on the road to recovery, but still have a long way go. I have started

volunteering in a playgroup. I am socialising more with my family, who are also supportive. The children are both in school and doing well. I am hoping that soon I will be well enough to start to plan my future."

**"I moved to East Dulwich about six years ago.** I entered full-time work and had to get childcare from 5am each morning I'm from Ghana – and caught between bringing up children in the traditional West African way, or by western culture. I'm just recovering from severe depression, after having my second daughter. The Mental Health Care Team helped a lot with activities and programmes that let me get out and socialise more. I've also used the Asylum Seekers' group. I've got clothes and shoes, a nice lunch, and was able to socialise and make new friends from the group. But, migrant families are not given enough advice on help available to them in times of difficulty. It would have been better if I had asked for help earlier."





## SAFETY AND STABILITY FOR THOSE NEEDING STATUTORY HELP

**“After my third child,** I thought I was fine. But I started feeling low and wouldn’t open the door to others. The children were missing school. The health visitor visited and referred me to a perinatal mental health team, and also my GP, who wanted me to have medication, which I didn’t want. I started going to children’s centres. I didn’t like the breastfeeding café but liked the ‘keeping well post birth’ group. I was feeling good and my first child’s father came to stay and we went on holiday. But then I started struggling again. The children were late for school; I was drinking before the groups. I wish I could stay on an even keel and get back to work. I need ongoing support to get there.”

### **“We need a more child-centred approach**

around complex case families in which all agencies look for a solution together rather than having to go into battle, when eventually the family will have to be supported anyway. It’s a waste of time and totally demoralising for the family.”

### **“My children’s father kept disappearing**

when I needed him the most. I didn’t care about myself, just focused on the children. I asked for help. I couldn’t cope. I regret saying something because social services took my children away. I had a police order. My house situation disintegrated.

Have a Children in Need plan. I want to see it through. I feel guilty about my children and want them to be old enough to understand. No blaming me for taking them away.”

### **“The 1,000 journeys work has changed**

**my mind** – there is a much bigger role for the voluntary and community sector in providing support for vulnerable families, particularly in providing longer term support and capacity to families.”

**“My journey started when my mum left.** My dad is abusive and doesn’t care about me. I should have told someone about my dad. I have been kicked out of school. I got in trouble, and started dealing – my cousin gave me the load to deal. I feel I’m easily influenced. But being in hospital, I realised it was time to turn my life around. Things could have been different if I had not taken drugs from my cousin. I’m good with girls. I’d like to get married, have kids, get a dog. My key worker tried to get me back into school. She was the only one who would listen, and showed she cared. I need to try to go to college, and get qualifications.”

### **“I was referred by my school at 14 years old.**

I was involved in robbery and have been in custody for malicious communication. Both my parents are involved with drug misuse. I break down, hear voices and have cut myself. I have been on a youth rehabilitation order, and have had poor engagement with this. I am thinking about running away from everything and everyone.”





**“When I was younger, I saw my dad threaten my mum with a knife.** There have been other times when my dad threatened to hurt mum – including the times when he’s threatened to kill her, and torch the house. I can’t get around and do things other kids do. I’m big, and have something wrong with my heart. My mum gets an allowance – to do with my health. I get in trouble at school – have been excluded nearly a dozen times. Sometimes me and my mum argue and fight.”

**“My journey started when I had to go to court.** I was involved in a gang and doing crime and fighting. Now I’m at college and playing football. My football manager has been a big influence. So have my friends and family; they supported and encouraged me even when I let them down. Before, I just wanted to live a life where I had money to buy things so I was doing all those things for money and popularity. I was confused and angry, but I also felt untouchable. The crossroads was when my friends started going to jail and a close friend was killed. Being in a police cell and knowing my family was disappointed in me was a low. My pastor and church, and my college have been really positive for me. They have helped me see there’s another way and now I’m going to go to uni. I want to get a good job or be a professional footballer.”

**SOUTHMARK FAST-FACTS:**

- ☒ SOUTHMARK CHILDREN ARE THREE TIMES MORE LIKELY THAN NATIONALLY TO BE ON AN OPEN CHILD PROTECTION PLAN FOR OVER 2 YEARS.
- ☒ NEGLIGENCE IS THE MOST COMMON INITIAL CATEGORY OF THOSE MADE SUBJECT TO A CHILD PROTECTION PLAN, OR REASON FOR REGISTRATION; ON AVERAGE MAKING UP MORE THAN HALF OF ALL OPEN PLANS.
- ☒ ALL CHILD PROTECTION CASES WERE REVIEWED WITHIN TIMESCALES IN 2011/12.
- ☒ SOUTHMARK HAS THE HIGHEST NUMBER OF CHILDREN BEING SUBJECT TO A SECOND OR SUBSEQUENT CHILD PROTECTION PLAN

**“Things went a bit mad for a number of years.** I grew up in outer London, and was 14 when I left school. Since 15, I’ve worked with a treatment programme – helped me get off methadone. I’ve been clean for 4 years, and now I want to move away from it and get sorted. When my dad died, I felt completely alone. I didn’t have a good relationship with my mum. I only speak to my brothers, and my sister comes to see me a lot. Having my children has motivated me – I felt I had to do it by myself. I have parental responsibility for my youngest – she lives with my partner’s nan, but my eldest is in a permanent placement. I have plans to have her live with me again, but not until I work on things. I want to complete college and get back into work.”



**I HAVE A CRIMINAL CONVICTION IT IS REALLY HARD.**

HERE IS A SELECTION OF JOURNEYS ABOUT CHILDREN WHO ARE LOOKED AFTER.

## SAFETY AND STABILITY FOR CHILDREN IN CORPORATE CARE

**"I've been sad, happy, very happy.** I've been in and out of care three or four times since I was 2. My present carer has changed my attitude and helped to change my anger problems. She treats me like her son and I love her to bits."

**"I am a foster carer.** I sometimes don't feel like the child is at the centre of the system. The system has gone process mad sometimes."

**"My link worker would pull out all the stops,** they are always there when I need them and nothing is too much trouble. I don't think I could do it without them."

**"I'm a single parent** living in a low-support mother and baby unit. My mum kicked me out so I got placed in a foster home. Moved to two other hostels before I am where I am now, and then had my son. I still don't speak to my mum – my family is now me and my son. I expected to finish my college course before I got pregnant. I was shocked when I got pregnant – it really only sunk in when I had him, and I saw my son for the first time. Thinking about moving is depressing. I had to stop contact with my son's dad, as he was abusive and controlling. The next part of my journey will be trying to make a better life for my son."

**"I learnt everything from my foster carer –** when I moved to independent living I did the stuff she did like register with the doctors; I had never been to the doctors before I went to live there."

**"A good social worker** does not bring up your past, is more forward looking."



**"I got arrested** and when I came out social services put me in a foster home. I'm now living in a semi-independent hostel, and still working with the Youth Offending Team (YOT). I see my mum every day – we are OK with each other, she helps me with everything. YOT has also helped by teaching me stuff, such as health and safety. I try not to lose my temper – but I need help with this. I feel angry when they blame my mum for my behaviour. YOT have helped me – teaching me why I get angry, and how to deal with this. It was great when YOT found me an apprenticeship and gave me something productive to do with my time. With support from my friends and family, I'll get a job and my own place."

SHE TREATS ME  
LIKE HER



### “The public sector reputation is not justified.

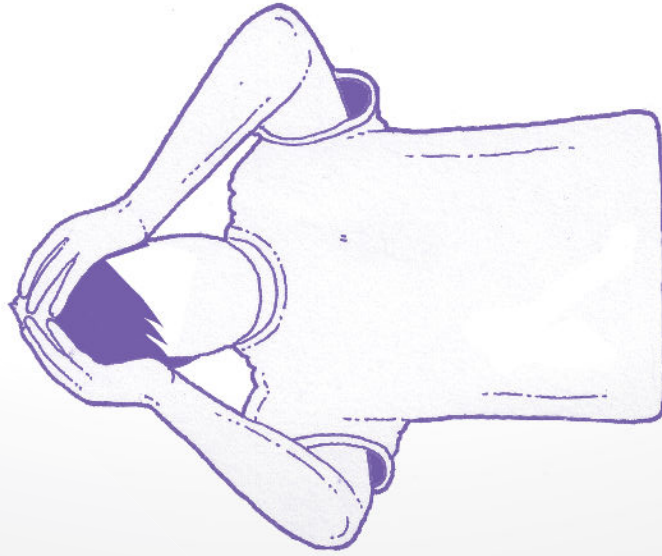
Our [adoption] social worker was on top of everything all the time...we need to dispel the myths – they are passionate, driven, hard working, considerate and actually extraordinary!”

“**Dropped in it!** Mum dropped me at Nan’s – then Nan took me to McDonald’s and told me I’d be going to foster care. I remember crying into my burger. I’ve had about 11 years of foster care. I’m in a daily struggle of independence. I wish I was ignorant so life would be easier, but I am anxious about things before they happen – I see the bigger picture. I don’t see myself as an inspiration to others – can’t carry people – have to look after myself, and then, when grown up, take responsibility of immediate family. You can only give so much to people, then people have to look after themselves.”

### “I began work in the Referral and Assessment

**team** – now I am a senior practitioner in a long-term child protection team. Colleagues have been supportive and encouraging during some difficult times. I will always remember removing my first child; having success in court; awful cross examinations in court. I want to continue to help and care for people – and to find ways to cope with the stress at times.”

“My foster carer family is my family. They have been there ever since I remember.”



### SOUTHWARK FAST-FACTS:

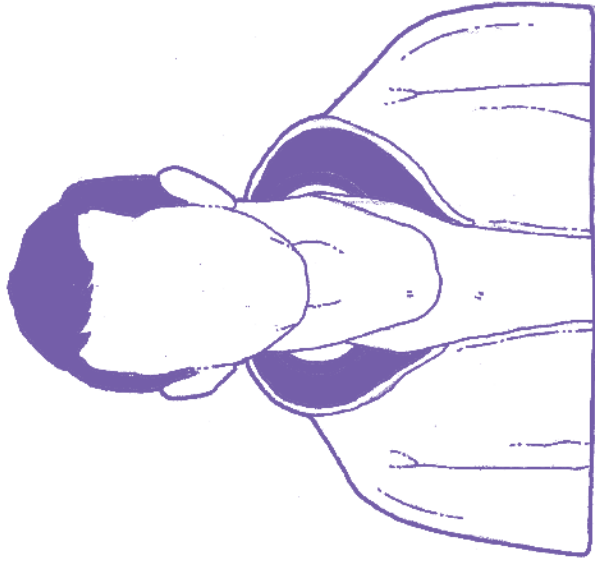
- ☐ THERE ARE AROUND 570 CHILDREN IN CARE, WHICH IS HIGHER THAN NATIONAL AND STATISTICAL NEIGHBOUR AVERAGES
- ☐ ALTHOUGH IMPROVING, THE NUMBER OF CHILDREN IN A STABLE PLACEMENT IS BELOW SIMILAR AUTHORITIES
- ☐ OVER 8 IN 10 CHILDREN IN CARE GO “HOME” WITHIN THREE YEARS BUT ONLY 1 IN 10 OF THOSE AGED 5 TO 14 LEAVE CARE WITHIN THE YEAR
- ☐ 7% OF THE CHILDREN LEAVING CARE ARE ADOPTED, WHICH IS BELOW THE NATIONAL AVERAGE OF 12%



**"I am approaching the end of my time in care,** as I'm turning 18 next year. It is going to be daunting and scary. I'm going to try to live an independent life. I was shocked when I had to leave my first carers, because I expected to be adopted by them. Luckily I moved in with another couple when I was nine – they really cared and looked after me like a mum and dad. I was confused at first, but when I settled in, I was explained a lot of things, and made to feel special. This had the biggest impact on my life, and helped me achieve so much. Sometimes I get depressed and angry, and think I can't cope, but I get help from the Mental Health team. They were kind and talked to me a lot and gave me some medication. I've seen my sisters struggle and have their babies taken into care, and decided I could do better. It's a shame my real mum and dad couldn't look after me. Just recently I've got an apprenticeship job at a large hotel chain. I am so lucky. I want to do really well at my new job, and get a permanent placement – and move into my own flat at 18!"

**"My journey began when I was three and was brought into care** – my mother couldn't cope. My foster parents and my social worker have been of much help. I am currently on catering/hospitality training. I have had encouragement, coaching, mentoring, education and role-modelling from my foster parents, and all the services supporting me."

**"I was not really helped at an early stage** to deal with the emotions coming into care brings. They are always there and can cause some really bad behaviours through confusion, hatred, doubt, misunderstanding."



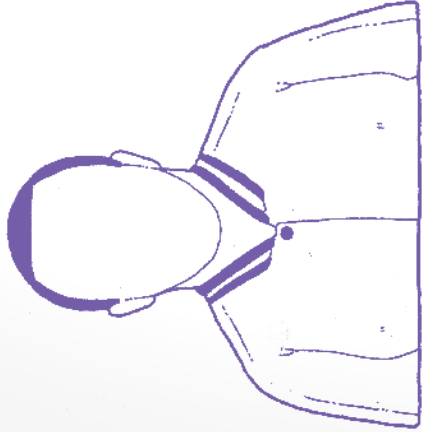
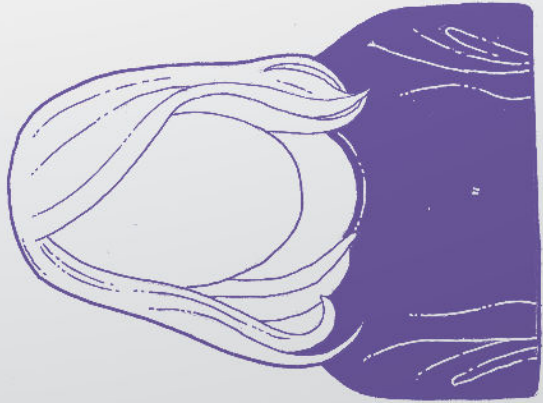
**"I came from Jamaica** from a big extended family. I've had different foster placements – brought up in care since I was three. My sister died at 25 (suicide) – was a big shock. I didn't cope and started taking drugs with people around me as I hated to be on my own. My brother took responsibility for me which was good, but he was into drugs, which impacted on me. Social Services tried to help me until I was 22, and I got pregnant. The thing that made the biggest difference was having a family environment, stability and routine – structure. I need to go to detox/rehab, then onto training and education – to get a clear mind and clear system."

REFERRED ME TO

**MENTAL  
HEALTH  
CARE TEAM**

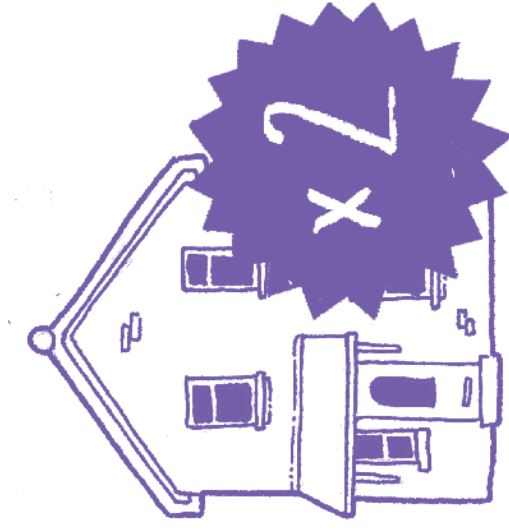


**"In 1998, my dad passed away** and my mum couldn't cope on her own. I am still in care. I have other siblings, and am the youngest. I have moved school many times. My social worker helped to move me into the same care house as my sister, and that was helpful. My eldest sister has always been there for me. I wanted to be a professional dancer, because I'm good at it. Felt emotional and sad in care because my foster carers weren't good to us – used to beat us, before I moved. Have moved carers five times – my present carer has changed my attitude and has helped me manage my anger problems. My present carer treats me like her daughter – I love her to bits. I am going to college, but I am not getting on well."



**"I am a Social Worker** at Southwark. After graduating, I worked for several agencies working with vulnerable young people, particularly women. I have established relationships with parents who have previously been considered difficult, evasive and hard to engage. I have also been able to ensure the safety of children; whether within families, or within local authorities (Looked After Children). Every time I have helped a child to understand and improve their life has been a highlight. There have been times when I have felt unable to make a difference, where change has been needed. I will never forget the first time I removed a child from their family to ensure their safety – the various and conflicting emotions were very challenging. I feel similarly every time I tell a child that they can't stay with their family or carers. I would like to move to the Looked After Children Service next – to become a more skilled and experienced social worker with whom children have a positive and worthwhile experience."

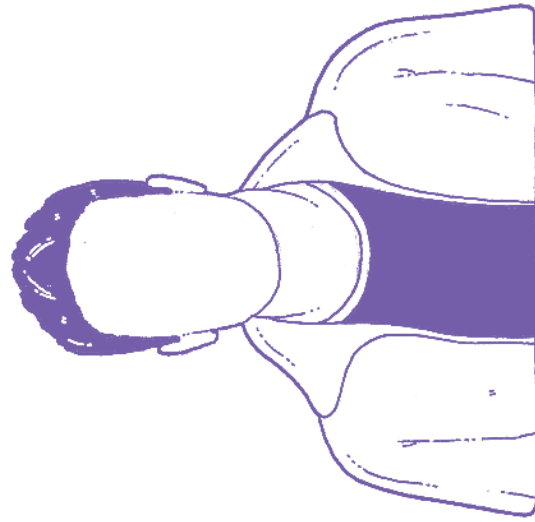
**"My foster carers were all good.** I'm not in contact with any of them anymore, life just gets in the way and people move on. But I don't have any complaints about them – my experience there was better than it was in children's homes."



**"The first foster carer I had was good, I'm still in touch with her now and she's a big part of my life."**

**"My relationship with my foster carer is great,** that's my mum. She's never treated me as a foster child – she's always treated me as one of her own. She was open and understanding; she never tried to take my mum's place and worked hard to keep her spirit alive. She made the house very welcoming, put pictures of my mum around the house and stuff. I grew a strong bond with her and she even adopted me when I was 17."

**"My foster carer was really good to me;** she was like a mum to me."



**"I work in Southwark now,** after qualifying. I feel very strongly about the children and their lives and experiences. I can feel frustrated if the children aren't getting the best service – this could be because of systems, or because we can't get enough change in parents/carers. I am also very committed to the social workers and want them to feel supported so that they can do their job properly. What helps is when we are all focused on the children rather than red tape; having good competent social workers. I would like more time to give to research and theory. I remember my worst case – not feeling supported – but I didn't give up and eventually the children were made safe."

**"Much of our money for children in care** is tied up in traditional and certain ways of doing practice. How can we reinvest those resources, particularly by thinking about ways to help children go and remain at home?"

ARE WE RECRUITING

ENOUGH YOUNG PEOPLE

INTO THESE ROLES?



# CHOICE AND CONTROL

We promise that children and young people with a special educational need or disability and their families will be able to access a local offer of seamless, personalised support from childhood to adulthood.

## What does this priority mean?

Every child and young person deserves to live a full, happy and independent life – and a special educational need or disability should not prevent this. So we are committed to making sure that these children and young people are able to choose the services they need – regardless of whether they need health, education or social care support – in order to live life to the fullest.

## What can you expect to change through this priority?

- More children and young people who need it being offered integrated support spanning health, education and social care services
- More services of the kind you need and want to be available, and for it to be easier to find out about them
- Eligible children and young people to have the right to a personal budget – which means they have the freedom to buy the services they need
- More young people supported right into adulthood – up to the age of 25 – helping them to be independent and successful



## CHOICE AND CONTROL FOR YOUNG PEOPLE BECOMING INDEPENDENT

**"Petra is 17. She has Down's syndrome** and learning difficulties. She's just finished an independent living programme at college. Her mental health worker says she has deteriorated quite substantially in the past 12 months and is not responding to anti-psychotic drugs. They are not sure what is going on and have instructed the support of other medical services. Her parent says she just wanders, appears distressed and is pulling at her hair. She was not known to social care; they are now assessing her. Her previous college feels it can't support her as a lot has changed since she left her special school. A meeting to agree what happens next is planned."

**"One of my children has a chronic medical condition.** The health visitor made me feel responsible for her failure to thrive. I had to fight to get physiotherapy and education support. A high is that she's just started mainstream secondary school and is settling in very well. A low is at home – I have been waiting two and half years for adaptations so that my daughter can access the kitchen and learn some independent living skills."

**"I am a young person, 19 years old, with a disability** and I have recently moved into supported living where I am living semi-independently. Learning how to cook for myself, shop for myself, do my own laundry, and learning how to travel independently to college. At Lewisham College I am doing art and design. The people who have helped me include my foster carer, my key worker, my social worker, and staff and friends at the Youth Club. When I have been on residential with the youth club I was able to take part in everything which made me feel proud of myself. I would like to work in childcare, go to college and get a qualification in childcare."

**"I started in a mainstream school but dropped out because I was bullied.** I was diagnosed with Asperger's Syndrome at 15. My head teacher at my mainstream school suggested I go for an assessment. I met my advisor, and she helped me to understand work, and how to construct a CV. She found me a course in a hospital, and helped me get work experience at a farm. I have 4 GCSEs."

**"Transition means different things to different people.** Childhood to adulthood but also changes in condition, social circumstances. Changes in life can be 'transitions'. If you want to take an integrated approach you need to understand these transitions."

## INDEPENDENT LIVING PROGRAMME

**"My journey began when I had my first baby.**

After family support services were removed, social services helped me gain a nursery place for my son, who has autism. Speech and language therapist, nursery staff, GP, health visitor and benefits advisor have all helped. There were times when we was fighting red tape that I felt very angry and frustrated, and times when I felt elated at the responses I got. My next journey is supporting my son into school."



**"I am in Year 11.** I need help with my concentration. I sometimes lose my temper at teachers because they grab or shout at me. I like meeting friends at school. The thing that made the biggest difference was meeting friends. My teacher has helped me because she always tells us to try our hardest. I need to be focused and try my hardest. I want to become a professional boxer or football player."

**"I have problems in maths,** and I am easily distracted. I used to get into a lot of fights. My support teachers and some students have also helped me. They have helped me with my work, and also with my distractions. I used to remember getting in trouble in school and at home. I used to feel angry and distressed and fed up. My family, teachers, and friends help me with my troubles. My teachers help me with private tuition, because I have problems with my work."

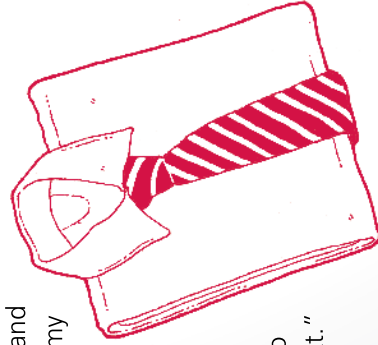
**"I live with my mum and sister.** I go to Roots and Shoots college. I learn retail. I want to work in Sainsbury's. I go to Fast Forward Youth Project. On Thursdays I do cooking, art, basketball and I get to see my friends. I also have a carer from Southwark Carers."



**"My brother was in hospital** and my mum had to stay with him. So I went to stay with my Nan on the Isle of Wight. I went to school there for a few weeks. I didn't know any of the kids there and played on my own most of the time. Now I'm back at school – and it's good. My brother had to get his legs cut off – sometimes he uses a wheelchair. I meet him at a wheelchair basketball club, and now I play too. I used to need help in class with my Maths, but now I'm quite good. Sometimes people wind me up and I get angry and push people. Teachers tell me off. I want some help so I don't get angry. I want to be a builder like my dad."

**"The mainstream school has no understanding of my child's special educational needs.** I expected to have my

son in a school where he's understood. I've felt unsupported, sad, and alone. But getting my son in the right place has been so positive. I'll need to get a statement of needs to find a secondary school to meet his needs next."



### SOUTHWARK FAST-FACTS:

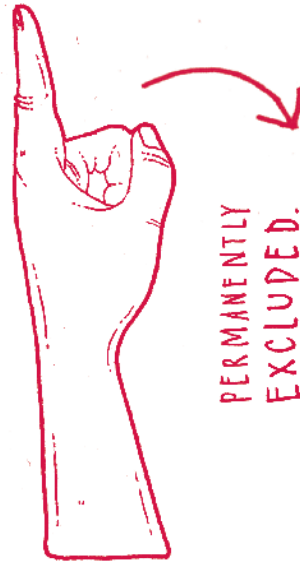
- ☑ THERE ARE AROUND 1,500 SOUTHWARK CHILDREN AND YOUNG PEOPLE WITH A STATEMENT OF SPECIAL EDUCATIONAL NEEDS, AND AROUND 150 OF THESE HAVE A CARE PACKAGE AS WELL
- ☑ THE THREE MOST COMMON NEEDS FOR A STATEMENT ARE AUTISM, EMOTIONAL AND BEHAVIOURAL DIFFICULTIES, AND LEARNING DIFFICULTIES
- ☑ AT 40% OF ALL STATEMENTS AUTISM IS THE MOST COMMON PRIMARY NEED
- ☑ OVER 50% OF PUPILS WITH AUTISM ARE BLACK OR BLACK BRITISH (56%) WHICH IS 2.5 TIMES HIGHER THAN THE NEXT LARGEST ETHNIC GROUP – THOSE OF WHITE ETHNIC BACKGROUND

HERE IS A SELECTION OF JOURNEYS ABOUT FAMILIES FINDING AND ACCESSING SUPPORT FROM LOCAL SERVICES

## CHOICE AND CONTROL FOR FAMILIES SEEKING SUPPORT

**"My son was diagnosed with autism at 12.** He had just started at a secondary academy. He was not given adequate support at school, which resulted in challenging behaviours and he was permanently excluded. I would've preferred that he stay at the secondary school, with support like he would have in a special school. I was also angry with the school – how dare they treat my son this way."

AND HE WAS



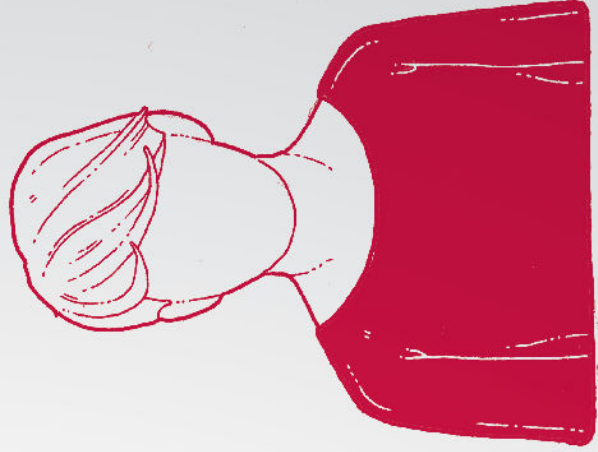
**"Since our child has been diagnosed with autism,** it has been a struggle and battle to get the right support and advice. We have had to learn, investigate and find the right people ourselves. We felt isolated and alone against

something we'd never experienced before. We privately contracted tutors. If we had to wait for a statement, our son would have been without support for nearly two years, which is unacceptable knowing that the early years are the most important."

**"For parents, the time spent 'outside the system'** coping with difficulties means that when they enter the system they are not in the right frame of mind to work with services; interventions need to happen at the early warning signs."

**"With the high numbers of cases not proceeding to an assessment for a statement,** we need to consider thresholds and step down to early help, making sure help is available from non-statutory services."

**"My son became ill and disabled 16 years ago.** I have to keep fighting to obtain help for him, day after day. I expect my child to remain at school until he is 19 years old. I expect him to get into college. It's been a long journey so far. I feel the struggle continues; I have to keep going. Hospitals helped with care and support, along with the school team, social services. I hope that my son will be able to attain independence in growing up to become an adult."



**"I'm a mum with 2 children** attending Southwark schools. One child is being assessed by Sunshine House, which is very useful. But it would help if there was more follow up in the future, and not discouraging the child when they have problems, i.e. in writing. I think there should be a meeting with the parent and school and child regarding the outcome of the assessment. Salmon Youth Centre is over-subscribed and children wait for a long time to access services. I think that Southwark should have tutors for children that are falling behind in school, if needed. I have the problem of getting my son into a secondary school that would be good for his needs. I hope Southwark helps me to support my son's needs – there is a need for more schools in the area."

**"The local offer of services is a great opportunity** to get things right – agencies have to publish what they do to support children with special educational needs."

MY HEALTH VISITOR  
REFERRED ME TO THE  
**CHILDREN'S  
CENTRE**

THERE WERE TIMES WHEN WE WERE

**FIGHTING**



**RED TAPE**

**"Me and my wife are taking care of my autistic child** with behaviour and learning difficulties – his epilepsy sometimes leads to seizures. My son is being educated in school; year 11. He uses GPs and King's Hospital a lot; also we get support from Charlie Chaplin's (playground) – to improve his day to day activities. We don't have any extended family to help, so my work is affected. I hope my son can survive in this world on his own, independently functioning, without help. But he is non-verbal, and rarely communicates. My wife and daughter have to be involved all the time. I think the school and the council are working hard to help us. I hope further cuts on people with disabilities would stop; and look for better ways in helping them improve their lives."

**SOUTHWARK FAST-FACTS:**

- ☒ ALL SOUTHWARK'S SPECIAL SCHOOLS ARE JUDGED BY OFSTED TO BE GOOD OR OUTSTANDING
- ☒ PUPILS WITH SPECIAL EDUCATIONAL NEEDS ACHIEVE WELL IN SOUTHWARK SCHOOLS, WITH ATTAINMENT ACROSS THE KEY STAGES HIGHER THAN THE LONDON AND NATIONAL AVERAGES
- ☒ OF THOSE CHILDREN IN THE BOTTOM 20% AT EARLY YEARS FOUNDATION STAGE PROFILE, 25% HAVE AN IDENTIFIED SPECIAL EDUCATIONAL NEEDS, COMPARED TO 9.1% OF ALL FIVE YEAR OLDS
- ☒ OF THE CHILDREN EXCLUDED IN 2010/11, HALF HAD SCHOOL ACTION OR SCHOOL ACTION PLUS STATUS, AND 9% HAD A STATEMENT





**"I'm a lone parent to a child with complex learning difficulties.** He was born with Down's Syndrome; autistic; hyperactivity disorder; oppositional defiant disorder. My son's relationship at school is very positive; progress better than before. Our poor relationship with social services – constant legal battles for respite. Foster home – I'm devastated. I've had to have faith in myself, and in my relationship with my two eldest kids (both adults). I hope to live a full life, and to feel supported with my son."

**"I am a single mother of two boys; one is 14 with a rare chromosome disorder;** the other is 4 – mainstream. I have also worked with children for 18 years – mainstream and special needs. My son was diagnosed at one year. As the years went by, my son would receive more diagnoses. I had to fight for all the help I could get including speed therapy, physiotherapy, and home learning. I'm struggling at the moment – my son is deteriorating. He cannot walk, and uses a wheelchair. He is losing the little bit of independence he has, and it's heart-breaking. On a positive note, my son signs very well, and has a fantastic relationship with his brother. My eldest would never really play – but since his little brother has come along, he enjoys playing. Once my son's routine was established, he was a changed boy – more like a young man. The next part of my journey will be sorting out a college place for my eldest son, and securing funding. I'll need lots of help and determination."



**"The new Children and Families Bill has parents and families at the centre,** involved in writing plans. What is the role of the voluntary and community sector? Trying to make individualised and personalised support is resource intensive."

## CHOICE AND CONTROL FOR FAMILIES RECEIVING SUPPORT

**"My daughter was diagnosed from the very first scan.** I've had good support and also get 4 hours' a week respite. I work part time which helps me cope and my daughter attends activities to help her development. I rely on friends whose children also have a disability. We support each other. I do wonder why I have a child with a disability but she brings me great joy and I do all I can to help her learn to reach her full potential."



I RELY ON FRIENDS WHOSE CHILDREN ALSO HAVE A  
**DISABILITY.**  
**WE SUPPORT EACH OTHER.**

and his needs. My GP, Sunshine House, their support worker and the Autistic Society all help. I have had to be resilient and find out everything about autism. Sunshine House and the support worker gave me a space to cry and get support. Mixing with other parents with children with autism is great. 'Early Birds' – learning new things. Speech therapists, key worker in school have also helped much. Knowing I have someone to call makes my life better. I would have liked to have had more information earlier. Also I would like more information as my son gets older – I need information for every stage of his education. I also hope to get approval of his statement."

**"The letter describes (and I quote):**

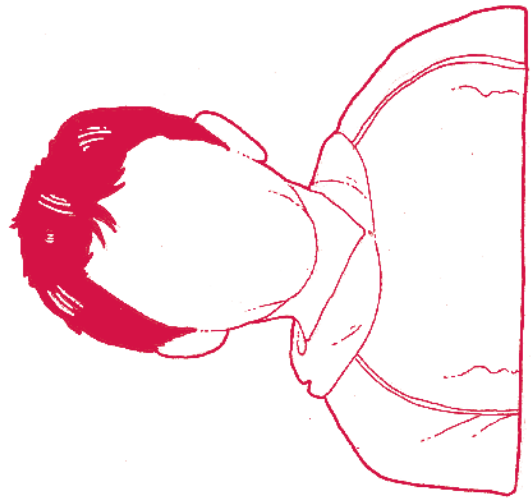
'A is somewhat frustrated by the number of clinicians involved and the apparent difficulties with communication amongst the network particularly between King's and the Evelina. This was heightened as F had fasted and then woken up early to attend an MRI at Evelina which she could not have as there was a lack of clarity as to whether there was any metal work present following her neurosurgery performed at King's. F is also unclear as to the outcome of F's medical appointments with the different clinicians which is exacerbated by her limited English.

**"At secondary school,** it is harder to provide an integrated, joined-up service via the school as there are more and more academies."

**"My son, who is 4 years old, has just been diagnosed with autism.** I care for my elderly mum too (and she cares for us too). When my son was one, he was speaking but then he stopped – that got me worried. At 3 years the pre-school was also worried. The school observed him for a while. We were referred – Sunshine House to a speech therapist. I changed from a non-communicative GP to a really good one. The school has a support worker. The school seems to understand him

Mum finds it difficult to know who to approach about different concerns as the GP just refers her back to hospital staff. The GP had suggested she speak to ICU staff about some symptoms which is obviously not possible (ICU staff do not run an outpatient clinic). The letter copies 8 health professionals involved in F's care. I do not know if other agencies are involved but suspect that they are.' As a health professional we need to address the issue of children with multiple difficulties and coordinate care so they do not end up seeing numerous different specialities with poor liaison and communication."

**"Direct payments are here to stay** – could we take a more proactive stance? Direct payments by default?"



**"My journey began when I had my first baby.**  
I am now a parent to three children: 2 boys and a girl. After family support services were removed, social services helped me get childcare for my son. At first he was 2 days a week, but when he turned three years old, after a long battle of red tape, he was granted a full-time placement. Also, he was diagnosed with autism. At secondary school, it is harder to provide an integrated, joined-up service via the school as there are more and more academies. I was supported by special services (who fund his placement), a speech and language therapist, the nursery staff, GP, and Health Visitor. The Early Intervention Officer for autism helped me get a better understanding of his needs, and I attended early bird training. Family support was varied, but professionals were better able to guide me on a better path. There were lots of times when advice was scarce, and red tape in social services meant the help I needed was not forthcoming. This was hard when family life was tough enough. Learning that my son has autistic spectrum disorder was scary but rewarding. Looking at the road ahead was daunting. With the support of some professionals around me, I found myself on a helpful road of information and support. I try not to think negative thoughts, and feel I have achieved the best scenario for my son and me. My next journey is supporting my son in his transition to mainstream school. I hope the nursery will continue to support me and point me in the right direction."



**"I have a son, just diagnosed with autism.**  
I had to be resilient and find out everything about autism – did a lot of research on the internet. I expect to take one day at a time, and to have support from school for my son to progress. I found it difficult to accept my son's condition – Contact A Family really helped. Meeting people, and them being nice. I'm gradually getting more confident. Sunshine House and my support worker gave me a space to cry and get support. Knowing I have someone to call makes my life better. The biggest difference was when people listened – services, friends. When these things are in place, I can plan and that really helps. I want my son to be safe and in a good environment – for him to be comfortable when he goes out, and for Southwark to provide for him."

Southwark's Children and Families' Trust is the partnership of local agencies which safeguard and promote the wellbeing of children, young people and families in Southwark.

The partnership consists of representatives from key agencies with responsibilities for children and young people including: Southwark Council, Southwark Clinical Commissioning Group, Southwark Police, and representatives from local health providers, schools, and the voluntary and community sector.

**For more information, or to get a copy of the 2013–2016 Children and Young People's Plan,** call: **020 7525 3674**, email: **childrenandfamiliestrust@southwark.gov.uk** visit: **www.southwark.gov.uk**

**Write to us at:**

Southwark's Children and Families' Trust, Children's and Adults' Services, Southwark Council, PO Box 64529, London SE1 5LX

If you would like a copy of this brochure in large print, please call **020 7525 3674**

If you would like this brochure translated, please take it to your nearest one stop shop and ask for the 'Language Line':

**My Southwark customer service point**, 11 Market Place, Southwark Park Road, SE16

**Peckham one stop shop**, Ground Floor, Library, 122 Peckham Hill Street SE15





**BEST  
START**

**SAFETY  
AND  
STABILITY**

**CHOICE  
AND  
CONTROL**

**Southwark's Children and Families' Trust**

Children's and Adult's Services

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August 2013

APPENDIX 3

# SOUTHWARK'S CHILDREN AND YOUNG PEOPLE'S PLAN

2013-2016

A summary of our priorities for  
children, young people and families

**BEST  
START**

**SAFETY  
AND  
STABILITY**

**CHOICE  
AND  
CONTROL**

# OUR VISION FOR SOUTHWARK

“Every child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life. We will work together to deliver high-quality services that make a measurable difference in helping to overcome inequality and disadvantage, and strengthen families’ abilities to raise their children successfully and independently.”

**Southwark’s Children and Families’ Trust developed the Children and Young People’s Plan to set out how we will improve services for children and families in the borough over the next three years to 2016.**

We began developing the plan in June 2012 when we went out into our communities and workforce and asked about their stories and journeys. More than 1,000 children, young people, parents, carers, staff and practitioners responded. These journeys have shaped our plan for local services.

We also looked at the demand and performance of local services and talked to senior decision-makers about what services they felt were working well and what needed to change.

We then took all of this information and developed three transformation areas in the Children and Young People’s Plan:

## **Best start**

Children, young people and families access the right services at the right time, from early years to adolescence

## **Safety and stability**

Support for our most vulnerable children, young people and families to bring safe, positive and lasting change

## **Choice and control**

Seamless, personalised support for children and young people with a special educational need or disability

This leaflet sets out what changes you can expect to see, and each year we will publish how well we are doing in achieving these promises.

# BEST START

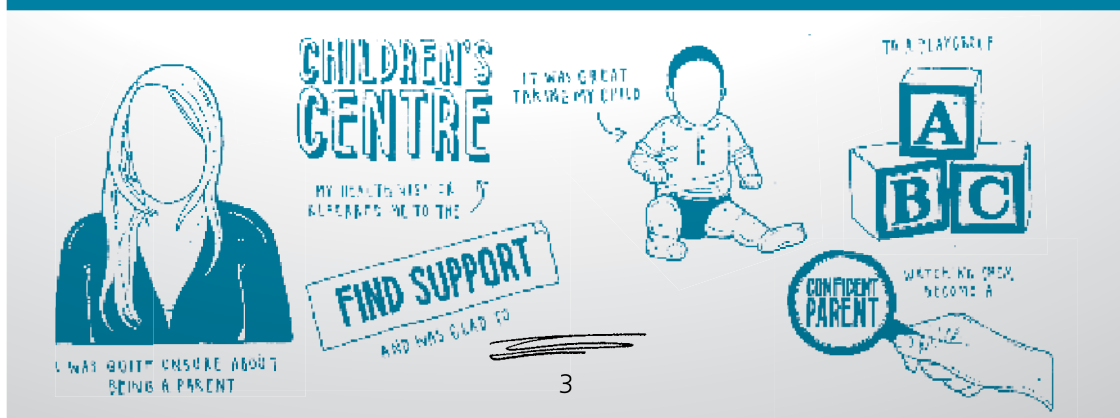
We promise to make sure that children, young people and families can access the right support at the right time – from early years to adolescence – giving them the best start on their journeys.

## What does this priority mean?

We all need a little help at some point in our life – maybe when we are a new parent with a new baby, when we are starting school or when we are recovering from a difficult situation in family life. So we are committed to making sure that you can access the services you need when and how you need them, to help you on to the path to success.

## What can you expect to change through this priority?

- To find it easier to use local services such as antenatal services, childcare or services in children's centres
- More children having their health and education checks and immunisations, and more having better health and taking up free early education places
- Fewer young people missing school or being involved in crime
- More families achieving permanent positive changes more quickly following support from specialist services



# SAFETY AND STABILITY

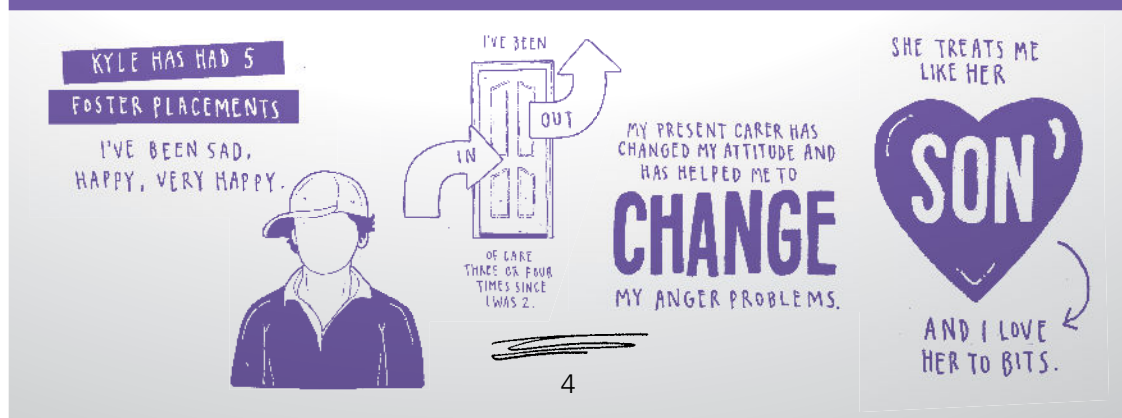
We promise to make sure that our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change – providing safety and stability which might be otherwise missing.

## What does this priority mean?

Every child and young person should grow up in a safe, loving and stable home – and it is everyone's responsibility to make sure they do. So we are committed to working to support families and communities to keep children safe, and help them lead happy, healthy and safe lives.

## What you can expect to change through this priority?

- More effective help for parents struggling to care for their children
- More children and young people living in a permanent and stable home
- More foster carers and children being adopted
- Vulnerable children and young people succeeding better at school



# CHOICE AND CONTROL

We promise that children and young people with a special educational need or disability and their families will be able to access a local offer of seamless, personalised support from childhood to adulthood.

## What does this priority mean?

Every child and young person deserves to live a full, happy and independent life – and a special educational need or disability should not prevent this. So we are committed to making sure that these children and young people are able to choose the services they need – regardless of whether they need health, education or social care support – in order to live life to the fullest.

## What can you expect to change through this priority?

- More children and young people who need it being offered integrated support spanning health, education and social care services
- More services of the kind you need and want to be available, and to find it easier to find out about them
- Eligible children and young people to have the right to a personal budget – which means they have the freedom to buy the services they need
- More young people supported right into adulthood – up to the age of 25 – helping them to be independent and successful



**Southwark's Children and Families' Trust is the partnership of local agencies which safeguard and promote the wellbeing of children, young people and families in Southwark.**

The partnership consists of representatives from key agencies with responsibilities for children and young people including: Southwark Council, Southwark Clinical Commissioning Group, Southwark Police, and representatives from local health providers, schools and the voluntary and community sector.

**For more information, or to get a copy of the plan,**  
call: **020 7525 3674**  
email: **childrenandfamiliestrust@southwark.gov.uk**  
visit: **www.southwark.gov.uk**

Write to us at:

**Southwark's Children and Families' Trust,**  
Children's and Adults' Services,  
Southwark Council,  
PO Box 64529,  
London SE1 5LX

If you would like a copy of this brochure in large print, please call **020 7525 3674**.

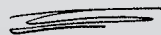
If you would like this brochure translated, please take it to your nearest one stop shop and ask for the 'Language Line':

**My Southwark customer service point**

11 Market Place,  
Southwark Park Road, SE16

**Peckham one stop shop**

Ground Floor, Library,  
122 Peckham Hill Street, SE15





<b>Item No.</b> 13.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Approval of the Council's Revised Local Implementation Plan Delivery Plan, including Annual Spending Submission for 2014/15, Indicative Programme to 2016/17, Revised Targets and Related Funding Bids	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Barrie Hargrove, Transport, Environment and Recycling	

### **FOREWORD – COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING**

The project proposals contained within this report represent an ambitious programme of transport schemes and initiatives that will make a significant contribution towards the goals set out in the council's transport plan as well as underpinning wider strategic objectives. In total the proposals represent an investment of £12.7M over the next 3 years to support sustainable travel objectives that will benefit the borough's economy, environment and general liveability. The proposals have been developed specifically to support council wide regeneration strategies for the borough.

The main proposals set out in the report relate to our submission to Transport for London for funding to support the delivery of the Transport plan (incorporating the Local Implementation Plan or Lip). The new 3 year Lip delivery plan contains proposals that have been developed after consultation with stakeholders and which are designed to help deliver the objectives and targets set out in the Transport plan. The projects identified will benefit a wide range of user groups, with a particular focus on creating neighbourhood environments that encourage local walking trips in and around our town centres.

This report also details proposals to implement the Mayor's Vision for Cycling and meet our own ambitious plans for cycling in the borough. As evidence of our commitment to this objective we are proposing an ambitious new target for cycling in Southwark. The new target sets a trajectory where 10% of all trips will be made by bike by 2026 – effectively doubling the existing Transport plan target. This has been possible due to the concerted effort we have made over recent years to improve provision for cycling. We have exceeded previous projections and this focus and investment will be sustained and expanded over the new 3 year delivery plan period.

The report also contains proposals that will greatly improve access to buses in the borough by ensuring that the vast majority of bus stops meet accessibility requirements. This is critical given the key role that buses play in Southwark. We are also proposing a range of innovative schemes to improve air quality.

I commend the proposals and initiatives contained within this report. If approved, they will make a significant contribution towards delivering the Transport plan by addressing the need for improved infrastructure and to promote sustainable travel in Southwark.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet**

That the cabinet

1. Agrees the content of the council's proposed submission to Transport for London (TfL) identifying transport projects to be delivered with TfL Lip funding in 2014/15 and an indicative programme of work for 2015/16 and 2016/17, as contained in Appendix A.
2. Agrees that the identified programme be submitted to TfL by 4 October 2013.
3. Agrees to the submission of the TfL funded borough cycling programme proposals for the four year period, 2013/14 – 2016/17 as set out in Appendix B.
4. Agrees to the submission of the TfL funded bus stop accessibility programme proposals for the period 2013/14 to 2014/15 as set out in Appendix C.
5. Agrees to the submission of the TfL funded air quality programme proposals for the period 2013/14 to 2015/16 as set out in Appendix D.
6. Agrees to the implementation of the agreed programmes as set out in Appendices A, B, C and D.
7. Agrees to the revision of the Transport Plan's delivery plan which includes revision of interim targets to 2016/17 as set out in Appendix E.

### **Recommendations for the Leader of the Council**

That the leader of the council

8. Delegates authority to the cabinet member for transport, environment and recycling to amend the programme for 2014/15 should any variations to the proposed programme be required. The cabinet member shall consult community council chairs regarding scheme changes in their area.
9. Delegates authority to the cabinet member for transport, environment and Recycling to determine the most appropriate use of the £100,000 discretionary funding allocated by TfL for 2014/15.

## **BACKGROUND INFORMATION**

10. Section 145 of the Greater London Authority Act 1999 (GLAA 1999) requires each council in London to prepare a Local implementation plan (Lip) to detail how the authority will assist in delivering the Mayor's Transport Strategy.
11. In May 2010, the Mayor of London published his revised transport strategy and all boroughs were required to prepare a local implementation plan in response to the new strategy. The council's Transport plan (incorporating the requirements of the Lip) was adopted by the council in July 2011 and sets out how the council works with partners to coordinate and improve its transport infrastructure and services in the borough.

12. TfL provides financial assistance to boroughs, sub-regional partnerships and cross-borough initiatives under section 159 of the GLA Act 1999. All councils within London are able to obtain funding on an annual basis to deliver schemes identified in the Lip. This process is part of the Lip annual progress report (APR).
13. The council's Transport plan includes a 3 year delivery plan covering the period 2011/12 to 2013/14. As this is the 3rd year of the current plan, the council is now required to produce a new 3 year plan covering the period 2014/15 to 2016/17 as well as to review the key targets agreed with in the plan. The first year of this plan comprises our annual spending submission for 2014/15.
14. The borough is responsible for identifying a programme of transport improvements to reflect the core funding allocation for each year of the plan which is based on a formula. This programme is then submitted to TfL for confirmation based on compatibility with the Mayor's policy framework.
15. The formula funding is allocated as one programme - corridors, neighbourhoods and supporting measures. The overall TfL Lip budget is £148.8 million for London authorities in 2014/2015, £1m higher than 2013/2014.
16. Southwark's allocation for 2014/15 is £3.166m, comprising £2.521m for corridors, neighbourhoods and supporting measures, £545k for principal road renewal funding and £100k of discretionary funding to be spent on a transport scheme as the council sees fit. The principal road renewal programme allows over-bids of +25% to cover the possibility of additional funding being made available in year. These allocations are the total funding that the borough should expect to receive for corridors, neighbourhoods and supporting measures.
17. For years 2 and 3 (15/16 and 16/17) of the delivery plan it is assumed that the same level of funding will be available as for 2014/15 above and indicative schemes have been programmed accordingly. Funding and projects for these future years will be confirmed on an annual basis as part of the council's yearly Lip funding submission.
18. The above allocation does not include TfL funded major schemes (large urban realm and accessibility projects). The council can still bid for major schemes separately, with £28m available for allocation across London in 2014/15. It is through this funding that the Camberwell Town Centre scheme is being progressed.
19. In May 2013 TfL issued guidance for its borough cycling programme which will aid the implementation of the Mayor's Cycling Vision for London. This vision outlines plans to transform the capital into a city where cycling is a part of everyday life.
20. The borough cycling programme guidance deals only with funding for cycle parking, cycle to school partnerships, cycle training, lorry safety, driver training and other measures such as awareness programmes. Funding to deliver infrastructure improvements for cycle routes is also available as part of the Mayor's Vision for Cycling, but there is a separate application process for this, with officers currently working to develop proposals in this area.
21. The Mayor of London has set a target for 95% of all bus stops to be accessible by the end of 2016. To help deliver this the TfL Business Plan has identified additional funding for bus stop accessibility works between 2013/14 and

2016/17. Boroughs are encouraged to identify bus stops that do not meet accessibility requirements and bid for funding to remedy this.

22. The Mayor's Air Quality Fund has been established to support local action to improve air quality in London. This is to be achieved through the delivery of a variety of measures including clean air zones at schools, hospitals and other sites; installing green infrastructure; freight consolidation; engagement and awareness raising; and trialling new technologies.
23. Within the Transport Plan (Lip) each borough sets interim and longer term targets for five mandatory indicators relating to mode share, bus service reliability, asset condition, road traffic casualties and CO2 emissions. The interim targets previously provided for the period up to 2013/14 now need to be updated to cover the period to 2016/17.

### **KEY ISSUES FOR CONSIDERATION**

24. The council's funding allocation for 2014/15 of £3.166m represents a slight reduction in funding compared with previous years. In 2013/14 the council received equivalent funding totalling £3.462m.
25. A three year programme has been developed for 2014/15 to 2016/17. In developing this programme officers undertook an assessment of transport issues across the borough based on available data and known issues reported by the community. Workshops were also held with internal stakeholders from across the council in order to identify cross cutting themes and plan the most efficient use of resources.
26. Given the limited amount of funding available and the number of possible projects, it has been necessary to prioritise projects to take forward. Officers carried out a further assessment using available data and with reference to strategic priorities, including fit with Transport Plan and broader council regeneration objectives as well as deliverability factors in order to arrive at a final scheme list.
27. Officers have briefed community council chairs to advise them of the proposed submission and any proposals in their area. Stakeholder groups have also been consulted on the proposals.
28. There is a natural link between schemes identified as part of the Lip process, the s106/CIL project list and other projects identified by the community such as cleaner, greener, safer (CGS). The schemes identified in this submission complement existing proposals, priorities and funding streams.
29. Following consideration of strategic priorities the cabinet member for transport, environment and recycling has agreed the overall scheme list presented in this report.
30. Officers are currently working with TfL and other partners to identify a new network of cycle routes to help realise the council's objective to encourage more, safer cycling. This work is outside the scope of the current funding submission and is being progressed in close collaboration with the Cycling Joint Steering Group with the objective of submitting proposed routes to TfL by December 2013.

31. Currently 88% of bus stops on roads in the borough controlled by the council meet accessibility requirements. Officers have reviewed the remaining bus stops and identified a programme of works that will deliver improvements at 74 stops, thereby achieving the goal of 100% accessibility for these roads. In parallel, TfL will seek to improve bus stops on their network in order to meet the overall objective of 95% coverage across the borough.
32. TfL require boroughs to provide evidence that the new interim targets for the Delivery plan are both ambitious and realistic, given indicative funding levels. In establishing new interim targets for 2016/17, officers have examined the evidence of the impact of interventions delivered to date in contributing towards the 2013/14 interim and longer term LIP targets. In addition, benchmarking of performance against other comparable boroughs has been carried out, together with quantitative analysis and forecasting.
33. Funding bids for related TfL programmes have been developed alongside the Lip delivery plan and are being submitted in parallel to the Lip submission.

### **Policy implications**

34. The proposed programme of works is consistent with the council's Transport plan 2011 as well as the council's broader policy framework including Southwark 2016: Sustainable Community Strategy and various national and regional policies including the Mayor's Transport Strategy, as required by TfL.
35. The revised three year delivery plan has been developed in line with the aims and policies contained within the core strategy linking policy to delivery.

### **Community impact statement**

36. It is expected that the proposed schemes that receive funding will provide a positive benefit for those living and working in Southwark and local consultation will be undertaken as part of their implementation.
37. An equality analysis and a strategic environmental assessment were undertaken as part of the development of the Transport plan and the impact on the community was considered as part of this.
38. The Transport plan seeks to actively address the council's responsibilities to eliminate discrimination, promote equality of opportunity and promote good relations between the different groups. The equality analysis found that the Transport plan objectives were consistent with these objectives.
39. These proposals are in accordance with council policy and should have a positive impact on all Southwark residents. However, the council will undertake ongoing monitoring to ensure there are no adverse implications for the community, or that any identified are proportionate to the overall objective of the programme and are minimised where possible. This currently takes place through an annual monitoring report collating all available data on the impacts of the plan and identifies general travel trends within Southwark. This will include an assessment of any variation of impacts across different groups.

### **Resource implications**

40. Details of the proposed Lip schemes together with indicative costs are set out in

Appendix A. Appendices B, C and D set out indicative costs for related bids.

41. Indicative management and implementation costs for each scheme have been taken into account in the submission.

### **Consultation**

42. The submission builds on the consultation carried out during the compilation of the Transport plan, which underwent twelve weeks of community consultation in late 2010 and early 2011. As part of the Transport plan consultation, the community were invited to comment via community groups, community councils, the council's website, electronic newsletters and social media networks and via an online survey. In addition, the community had the opportunity to speak to officers directly through various community and stakeholder groups, local community councils and via two 'drop in' sessions.
43. Given the extensive consultation noted above and the short timescales involved for this submission, it has not been possible to consult with the public again on the current proposals. However, a key element of the evidence base, used to identify possible schemes, is the correspondence and feedback received from the public over previous years. Furthermore, key stakeholder groups as well as community council chairs have been consulted and their feedback considered in refining these proposals.
44. Once the projects proposed have been confirmed by TfL, separate formal consultation with stakeholders, residents and other interested parties, in accordance with the council's policies and commitments, will be undertaken prior to their detailed design or implementation.
45. Furthermore, all infrastructure schemes will now go before community council as part of that process where local people will be given the opportunity to influence the delivery of proposals affecting their area.
46. Where schemes are altered, dropped, or where new schemes are proposed, relevant ward councillors will be consulted.

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

#### **Director of Legal Services**

47. As stated in the main body of the report, section 145 of the Greater London Authority Act 1999 (GLAA 1999) requires London borough councils to prepare local implementation plans ("LIPs") setting out their own proposals on how they intend to put the Mayor's Transport strategy into effect in their respective areas. The councils are required to consult various bodies and must include a timetable for when they intend to implement the proposals in their plan.
48. Section 146 of the GLAA 1999 provides for the Mayor to approve each local plan, ensuring that they adequately implement the transport strategy. He must not approve a plan unless he is satisfied that it is consistent with the strategy, and that the proposals in it are adequate to implement the strategy and that the timetable for implementation is adequate for those purposes.
49. Under section 151 of the GLAA 1999, once a plan has been approved by the Mayor the council must implement it according to the timetable in the plan.

50. It is also worth noting that section 152 of the GLAA 1999 provides that if the Mayor considers that a council has not carried out any proposal in its Lip satisfactorily and according to the timetable in the plan, he will be able to exercise the appropriate powers of the council, at their expense, in order to fulfil the strategy. Furthermore, section 153 of the GLAA 1999 provides that the Mayor may give legally binding directions to councils on the manner in which they perform any of their duties set out in sections 145 to 151, i.e. provisions on the preparation, submission, re-submission, revision and implementation of local implementation plans.
51. Section 159 allows TfL to give financial assistance (by grant or loan or other means) to any person or body for expenditure conducive to the provision of safe, integrated, efficient and economic transport facilities. This section also allows TfL to impose conditions on financial assistance it provides.
52. There has been compliance with the council's approach to equalities as well as the public sector equality duty as contained within section 149 of the Equality Act 2010. All six equality strands have been duly considered and assessed; this is evidenced in the Equalities Impact Assessment carried out for the Transport Plan. During the delivery of the identified transport projects, equalities will need to continue to be monitored.
53. The Human Rights Act 1998 has imposed a duty on the council, as a public authority, to apply the European Convention on Human Rights and not to act contrary to these rights. The rights most frequently referred to include article 8 (respect for home) and article 1 of the First Protocol (peaceful enjoyment of property). Article 6 is also frequently engaged in relation to the principle of natural justice. The application of funding is considered unlikely to contravene any of the contravention rights but will also continue to be monitored.
54. Equalities Impact Assessment carried out for the Transport Plan. During the delivery of the identified transport projects, equalities will need to continue to be monitored.
55. Under paragraph 6, Part 3D of the constitution the individual member has authority to agree statutory or other strategies in relation to their area of responsibility. In addition under paragraph 4, the Individual Member has authority to approve the submission of bids for additional resources from government and other agencies in relation to their area of responsibility, where member level agreement is required by the external agency. However, due to the cross-cutting nature of transport projects, the Individual Member has requested that this matter be considered by full cabinet.

#### **Strategic Director of Finance and Corporate Services (FC13/057)**

56. This report is requesting, amongst other recommendations detailed in paragraphs 1-7, that cabinet approve the submission of the council's proposed Local Implementation Plan (LIP) to TfL for the 2014/15 allocation of £3.166m and to also approve the indicative programme of works for the years 2015/16 and 2016/17.
57. Once the LIP is agreed and approved by TfL, the agreed funds will be appropriately budgeted against the programme for regular monitoring and reporting within the council's capital and revenue monitoring arrangements.

58. Staffing and other any other costs connected with the recommendation to be contained within existing departmental budgets.

### Strategic Director of Environment and Leisure

59. The targets and actions contained in the Transport plan have been developed in consultation with officers of the public realm and community safety divisions and are consistent with our operational policies and plans in relation to highway asset management and design, parking, road network management and air quality.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Transport plan 2011	<a href="http://www.southwark.gov.uk/transportplan">www.southwark.gov.uk/transportplan</a> .	Sally Crew 020 7525 5564
Mayor's Vision for Cycling	<a href="http://www.london.gov.uk/priorities/transport/publications/mayor-s-vision-for-cycling">http://www.london.gov.uk/priorities/transport/publications/mayor-s-vision-for-cycling</a>	

### APPENDICES

No.	Title
Appendix A	Annual spending submission & 3 year delivery plan
Appendix B	Borough cycling programme proposals
Appendix C	Bus stop accessibility proposals
Appendix D	Air quality proposals
Appendix E	Revised Transport plan targets

### AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Barrie Hargrove, Transport, Environment and Recycling	
<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Sally Crew, Transport Policy Manager	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Strategic Director of Environment and Leisure	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	5 September 2013	



Annual Spending Submission & 3 Year Delivery Plan

Project	Location	Description	Cost £000		
			2014/15	2015/16	2016/17
Supporting measures	Boroughwide	Smarter travel programme including Road Safety, Travel Awareness and School Travel Plans.	300	300	300
Estate cycle parking	Boroughwide	Secure cycle parking on council estates	46	46	46
Cycle training	Boroughwide	Cycle training for adults and children	141	141	141
Surveys	Boroughwide	Cross borough programme of surveys and monitoring at a strategic level, including walking, cycling and traffic counts	30	30	30
Pocket places Peckham	Peckham Rye	Further development and implementation of the 'Pocket Places for People' project on streets adjacent to Rye Lane. This scheme has been developed via a joint venture with Sustrans and overlaps with the council's Community Streets concept.	360	0	0
CPZ kerbside re-use	Boroughwide	Building on CPZ reviews to offer alternative options for kerbside space e.g. cycle parking, street trees..	0	20	20
Filtered permeability	Boroughwide	Post monitoring and implementation of existing schemes (Lytham Street and Riverside), plus further programme of cycle permeability measures.	97	0	0
Crystal Palace Parade	Dulwich	Implementation of measures to improve safety and accessibility at the roundabouts adjoining borough boundary.	280	0	0
Local environmental improvements	Boroughwide	Small scale interventions to address specific issues identified in year e.g. dropped kerbs, cycle parking etc, as well as match funding to support air quality bids	95	95	75
Station accessibility	Boroughwide	Improvements to streets in the vicinity of stations (Nunhead, South Bermondsey, West Dulwich, Sydenham Hill, Kennington, Borough) focussing on small scale accessibility improvements and wayfinding.	0	25	250

Project	Location	Description	Cost £000		
			2014/15	2015/16	2016/17
Brayard's Road neighbourhood	Peckham Rye & Nunhead	Areas adjacent to Brayard's Road on both sides of railway line. Mainly small scale interventions to build on recent changes to road layout and create an attractive environment for walking between the town centres of Nunhead and Peckham Rye. Supports PNAAP and Mayor's Vision for Cycling.	255	300	0
Walworth Road South	Walworth	Corridor scheme between John Ruskin and Merrow Street. Measures to include improvement to footways, crossing points and review of carriageway space allocation. To complement the mixed priority scheme to the north.	50	300	500
Bellenden Road neighbourhood	Peckham Rye	Area to the west of Rye Lane. Focus on improving permeability through the Bellenden Road / Lyndhurst Way area. Building on previous proposals. First year to include comprehensive community consultation to build consensus. Supports PNAAP and Mayor's Vision for Cycling.	50	380	0
West Camberwell neighbourhood	Camberwell	Area to the south west of the town centre bounding border with Lambeth. Focus on footway improvements and speed management on border roads. Improvement to walking and cycling links to the town centre and between green spaces.	267	0	0
Coleman Road neighbourhood	Camberwell	Area bounded by St Georges Way, Wells Way and Southampton Way. Focus on safety issues at the 'triangle' and measures to support planned flood alleviation works in the Coleman Road area.	275	200	0
North Peckham neighbourhood	Peckham	Meeting House Lane area north of Peckham High Street. Localised environmental and accessibility improvements. Focus on walking routes to Queens Road station and Peckham Square and identified cycle link.	275	200	0
Lower Road	Rotherhithe	Match funding towards planned changes to the road layout in the Surrey Quays area to support the CWAAP.	0	400	0

Project	Location	Description	Cost £000		
			2014/15	2015/16	2016/17
Drummond Road neighbourhood	Bermondsey	Area bounded by Southwark Park Road, Jamaica Road, St James Road and the railway. To complement residential development at the Biscuit Factory site and meet demand for improved walking and cycling links. Focus on walking routes to Bermondsey tube and Southwark Park and proposed Quietway cycle link to support the Mayor's Vision for Cycling as well as general accessibility improvements to Southwark Park Road.	0	25	325
Ilderton Road	Bermondsey	Corridor scheme to improve safety and accessibility including review of road space allocation and treatment of key junctions.	0	34	459
Elmington neighbourhood	Camberwell	Improving walking and cycling links through the area bounded by Bowyer Place, Southampton Way, Camberwell Church Street and Camberwell Road. Complements planned Quietway and green link designs.	0	25	325
Thurlow Street corridor	Walworth	Corridor scheme comprising Thurlow Street, Flint Street, Rodney Road and Rodney Place. Safety and accessibility improvements to link Burgess Park and New Kent Road. Supports Aylesbury regeneration plans and Mayor's Vision for Cycling proposals.	0	0	50
Dog Kennel Hill PRR	Camberwell	Principal Road Renewal	270		
Crystal Palace Parade PRR	Dulwich	Principal Road Renewal	275		
Lordship Lane PRR	Dulwich	Principal Road Renewal - reserve scheme	75		
Rye Lane PRR	Peckham	Principal Road Renewal - reserve scheme	75		
15/16 PRR	To be confirmed	Principal Road Renewal		545	
16/17 PRR	To be confirmed	Principal Road Renewal			545
			<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>Totals</b>			3,166	3,166	3,166

Project	Location	Description	Cost £000		
			2014/15	2015/16	2016/17
		<b>Corridors and neighbourhoods</b>	2,221	2,221	2,221
		<b>Supporting measures</b>	300	300	300
		<b>Discretionary funding</b>	100	100	100
		<b>Principal Road Renewal</b>	545	545	545

## APPENDIX B

## Borough Cycling Programme

Year	2013/14 <sup>1</sup>	2014/15	2015/16	2016/17	Total
<b>Safer Streets for Cycling</b>		59	59	68	186
Cycle training <sup>2</sup>		40	40	40	120
Safer lorries and vans <sup>3</sup>		10	10	10	30
SUD training <sup>4</sup>		9	9	18	36
<b>More Cycling</b>	<b>367</b>	<b>190</b>	<b>225</b>	<b>225</b>	<b>1,007</b>
Cycle to school partnerships <sup>5</sup>	285	134	175	150	744
Cycle parking <sup>6</sup>	82	56	50	75	263
<b>Support for cycling</b>	<b>60</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>258</b>
Strategies					
Monitoring		36	36	36	108
Staff resource	60 <sup>7</sup>	30	30	30	150
<b>Total</b>	<b><u>£ 427 K</u></b>	<b><u>£ 315 K</u></b>	<b><u>£350 K</u></b>	<b><u>£359 K</u></b>	<b><u>£1,451 K</u></b>

<sup>1</sup> The funding shown for 13/14 has already been agreed with TfL as part of a one-off allocation for the current year. Bids for future years are for the maximum available amount in each category.

<sup>2</sup> This funding is in addition to the Lip allocation for cycle training.

<sup>3</sup> This funding is principally for improvements to the council's fleet

<sup>4</sup> Safer Urban Driving courses targeted at commercial vehicles including HGVs.

<sup>5</sup> These partnerships are to encourage groups of schools to work together to promote sustainable travel, in particular to encourage cycling at the transition point between primary and secondary school. The Dulwich schools cluster has been successful in securing funding in the current year, including funding to improve the junction of East Dulwich Grove and Townley Road. The cluster will also benefit from a 'Bike It Plus' officer who will work with schools to achieve their objectives and seed funding to identify further infrastructure improvements. In future years other clusters will be identified and funded through this programme.

<sup>6</sup> A combination of station cycle hubs, estate cycle parking and on-street 'hangars' and racks.

<sup>7</sup> This funding has been allocated to develop proposals for the Central London Bike Grid in Southwark

**APPENDIX C****Bus Stop Accessibility programme**

<b>Year</b>	<b>Number of stops</b>	<b>Funding (£000s)</b>
2013/14	38	500
2014/15	36	500

NB funding for the above projects has been confirmed for 13/14 by TfL, subject to the submission of further information and project plans.

## APPENDIX D

## Air Quality Programme

Borough	Type of Project	Name of Project	Funding (14/15 and 15/16 indicative)			Total Funding
			13/14	14/15	15/16	
Southwark	Individual	Air Quality Awareness	£20,000	£40,000	£40,000	£100,000
Southwark & Lend Lease	Partnership	Greening the Elephant, Elephant and Castle	£40,000	£80,000	£80,000	£200,000*
Southwark & Tower Hamlets	Partnership	Tower Bridge Anti Idling, Tower Bridge and surrounding streets	£20,000	£40,000	£40,000	£100,000**
City, Camden, Islington, Kensington & Chelsea, Lambeth, Southwark, Hackney, Hammersmith & Fulham, Wandsworth, Westminster	Partnership	Clean Air Better Business - Inner London Sub Region	£66,000	£132,000	£132,000	£330,000***

NB funding for the above projects has been confirmed for 13/14 by TfL, subject to the submission of further information and project plans.

Total funding, including indicative allocations for years 2 and 3 is £730K.

**APPENDIX E****Transport plan targets**

	Target/ Indicator	Baseline	Comments
Bus service reliability			
Current	Excess wait times for high frequency bus services from 1.2 minutes to 1.0 minute in 2013/14	2009/10	Maintain existing target trajectory
Proposed	Excess wait times for high frequency bus services from 1.2 minutes to 0.9 minute in 2016/17	2009/10	
Road condition			
Current	Maintain the proportion of principal road length in poor condition at 11.1% by 2013/14	2009/10	Maintain existing target
Proposed	Maintain the proportion of principal road length in poor condition at 11.1% by 2016/17	2009/10	
CO <sub>2</sub> emissions			
Current	Reduce CO <sub>2</sub> emissions from road based transport from 227kt CO <sub>2</sub> in 2008 to 190kt CO <sub>2</sub> in 2013	2008	Maintain existing target trajectory
Proposed	Reduce CO <sub>2</sub> emissions from road based transport from 227kt CO <sub>2</sub> in 2008 to 174kt CO <sub>2</sub> in 2016	2008	



	Target/ Indicator	Baseline	Comments
Traffic level reduction			
Current	Reduce traffic levels in Southwark by 3% by 2013	2010	Maintain existing target trajectory
Proposed	Reduce traffic levels in Southwark by 6% by 2016	2010	
Walking mode share			
Current	Increase the walking mode share in Southwark to a third (33%) by 2013	2006/2009 three year average	Extend target timescale
Proposed	Increase the walking mode share in Southwark to 33% by 2016	2006/2009 three year average	
Cycling mode share			
Current	Increase the proportion of those cycling in Southwark from 3% to 4% by 2013/14	2006/2009 three year average	Increase target
Proposed	Increase the proportion of those cycling in Southwark from 3% to 6% by 2016/17	2006/2009 three year average	Interim target based on new 10% target by 2026 (8% by 2020)
Road Safety			
No change	Reduce the number of all total casualties by 33% by 2020	2004/2008 three year average	Maintain existing target
No change	Reduce the number of killed and seriously injured by 33% to 2020	2004/2008 three year average	Maintain existing target
No change	Reduce the total number of slight casualties by 33% by 2020	2004/2008 three year average	Maintain existing target
No change	Reduce all cyclist casualties by 44% by 2020 based on a 2004/08 baseline	2004/2008 three year average	Maintain existing target

<b>Item No.</b> 14.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Air Quality and Schools in Southwark	
<b>Ward(s) or groups affected:</b>		Electoral wards: All	
<b>Cabinet Member:</b>		Councillor Barrie Hargrove, Transport, Environment and Recycling	

**FOREWORD - COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING**

This report updates the cabinet on the progressive actions being taken by this authority under its Air Quality Improvement Strategy, with regard to the important issue of poor air quality around our schools. In particular, it details the progress of the Clean Air 4 Schools programme, initiated in 2012 and due to commence this autumn school term within 6 schools in the borough, together with our plans for taking this project forward. It also sets out our intention to introduce the AirTEXT air quality information system across our schools. I believe that such actions clearly demonstrate this Authority recognises the potential impact of poor air quality upon our children and our commitment to protecting their health and wellbeing.

**RECOMMENDATIONS**

1. That Cabinet notes the progress made on working with schools to improve air quality.
2. That regular update reports are brought back to the cabinet member for transport, environment and recycling.

**BACKGROUND INFORMATION**

3. On 29 May 2012, the cabinet member for transport, environment & recycling approved the Southwark Air Quality Improvement Strategy for 2012-2017 (AQIS) and related Action Plan 2012-2017 (AQAP). Together the documents set out this Authority’s approach to local air quality improvement. The Southwark AQIS places improvements in levels of nitrogen dioxide and particulate matter at its core.
4. The Southwark AQIS recognises the particular health impacts of poor air quality upon the young. The related Southwark AQAP made a commitment that funding opportunities would be pursued enabling a pilot scheme intended to identify and implement local air quality improvements near to schools and publicise the results.
5. On 16 April 2013, the Cabinet considered an e-petition headed ‘Reduce Air Pollution’ signed by 121 persons, which raised concerns over ‘high levels of pollution near schools in Southwark’. The petitioners campaigned to demonstrate how strongly people feel about the issue. The petition stated:

***“We the undersigned petition the council to urgently reduce air pollution on main roads near schools to protect the health of children in London, to measure levels of air pollution near affected schools and to help them take steps to protect children and staff.***

*London records the worst levels of nitrogen dioxide (NO<sub>2</sub>) in Europe as well as dangerous concentrations of tiny particles, smaller than the diameter of a human hair, known as PM 10s and PM2.5s. These invisible gases and particles irritate and lodge in the lungs, exacerbating heart disease and asthma and cutting years off the average life expectancy.*

*After smoking, air pollution is now the leading cause of early death. Young people are particularly vulnerable because their lungs are still developing. It's estimated that traffic pollution may be responsible for 15-30% of all new cases of asthma in children. Yet there are 48 schools in Southwark within 150 metres of roads that carry over 10,000 vehicles a day. That's why this petition concentrates on schools.*

*Children, the elderly and people with existing respiratory illness suffer most from air pollution, but we're all affected. A study commissioned by the Mayor of London estimated that 4,267 Londoners died prematurely in 2008 as a result of long-term exposure to polluted air – mostly through heart attacks and strokes.”*

6. The minutes of the meeting of 16 April 2013, note that the petition spokesperson addressed the cabinet and further outlined residents' concerns in respect of air pollution on main roads near schools with particular reference to the detrimental impact upon the health of children and the general community. The spokesperson asked the council to roll out the clean air for schools initiative; sign all schools up to the AirText service; provide a dedicated budget to the environmental protection team for air quality improvement initiatives; and to work closely with Transport for London (TfL) to reduce air pollution.
7. The cabinet decided that a report should be made to them within three months to assess progress made, with specific reference to resources within the public health budget and measures to promote engagement with schools.
8. While the requested report back was originally delayed so as to allow full information to be provided on related grant applications being made, this report now provides update on all relevant current activities / issues through which either direct or indirect benefits may be realised.

## **KEY ISSUES FOR CONSIDERATION**

### **Air Quality in London**

9. London, as a premiere world city, economic centre and transportation hub suffers from poor air quality from time to time. Contributing factors include that:-
  - London is a large and busy city region with many sources of emissions to air;
  - the most significant source of atmospheric pollution in Southwark is diesel engines; and
  - London is in a river valley basin which traps atmospheric emissions under

certain weather conditions, for example low wind or temperature inversion and in bright sunlight may develop photochemical smog.

10. Poor air quality events impact upon everyone in the affected area, but impact with a greater significance on individuals who have compromised respiratory function due to age or infirmity and on children, who have smaller, immature lungs. London regularly breaches the European Economic Community (EEC) Air Quality Objectives for NO<sub>2</sub> (Nitrogen Dioxide) and PM<sub>10</sub> (breathable particulates). There are also concerns regarding the levels of Black Carbon and PM<sub>2.5</sub> in London. Many of these poor air quality incidents are caused by meteorological conditions transporting air pollution from outside London, including from industrial Europe. In March 2013, pressure group ClientEarth took the UK Government to the UK Supreme Court due to the lack of effective response to and breaches of the air quality objectives. The Supreme Court has ruled that the UK government has failed in its legal duty to protect people from the harmful effects of air pollution. This potentially means that the UK Government may be liable to financial sanctions for infraction of EU law. However, before deciding whether to take further action to enforce the law, it has referred a number of legal questions to the Court of Justice of the European Union.
11. A recent report by the pressure group Campaign for Clean Air in London has stated that up to 4,267 people died prematurely due to the impacts of poor air quality in London in 2008. Poor air quality places a strain on human respiratory and pulmonary systems which results in a deterioration in the quality of individuals biological function and hence, an average reduction in life-span of 7-8 months.
12. Officers in public health and environmental protection have recently worked with the Mayor's office to produce the document "Air Quality in Southwark – A Guide for Public Health Professionals" which reports on the implications of air quality on the health of Southwark's population. A copy of the report may be viewed using the link:  
<http://www.london.gov.uk/sites/default/files/Air%20Quality%20for%20Public%20Health%20Professionals%20LB%20Southwark.pdf>
13. Key points arising from the report were that:
  - While outdoor air quality is an important consideration and its impact should be recognised, the most common respiratory conditions (asthma and chronic obstructive pulmonary disease (COPD)) are most affected by smoking, passive smoking (cigarette smoke from smokers inhaled by non smokers), indoor air quality (smoke and other indoor pollutants) and health condition management, including self management (e.g. correct use of inhalators, medication review and physical activity); and
  - The health benefits of being physically active far outweigh the risks from poor air quality and that individuals (including schools) can reduce the risks when air pollution levels are elevated.
14. In 2012, according to the Quality and Outcomes Framework (QOF) disease registers kept by Southwark GPs, there were 13,097 people (all ages) with asthma – 4% of the total registered patient population. This is slightly lower than the UK overall prevalence of 5.99%. There were 3,899 people with COPD (generally due to smoking), constituting 1.2% of the total registered patient

population. Again, a little lower than the UK wide figure of 1.74%.

15. The Campaign for Clean Air in London has also stated that across London there are 1,148 London schools within 150 metres of roads carrying about 10,000 vehicles a day. The majority of these routes are managed by Transport for London (TfL). In poor air quality events everyone, including all schools within the affected area, experiences diminished air quality. However, it is clear that if a school is located roadside of a busy road, then its air quality will be significantly poorer than at schools on quiet roads. Air quality measurements are categorized as 'background' when they are more than 50m from a predominant source/road.
16. Emissions to atmosphere are a global issue without boundaries and are known to be causing climate change. Poor air quality in London is both a regional and a pan European issue with much of the funding to research and address air quality historically coming from European Community grant sources.
17. Southwark is a central London Authority with main arterial road routes carrying regional traffic through the borough and has limited influence regarding the volume and make up of vehicles using those routes. Despite this, much can be done to work regionally, to raise awareness regarding air quality and to influence personal and business transport mode decisions within the borough.

#### **Southwark's Air Quality Improvement Strategy for 2012-2017**

18. As has been noted, Southwark's approach to local air quality improvement is set out within the Southwark Air Quality Improvement Strategy & Action Plan for 2012 – 2017. Overseen by the Council's Environmental Protection Team, with contributions from across the Council's other services; the strategy is intended to complement national and regional air quality strategies as well as other relevant local strategy, such as the Southwark Transport Plan and planning and sustainability policy.
19. In pursuit of the Southwark AQAP, a range of initiatives are currently in place intended to raise awareness of air quality issues through working with local schools and linking measures that reduce air pollution with other environmental issues.

#### **Clean Air 4 Schools (CA4S) Programme**

20. The CA4S programme, referenced within the e-petition received by the Cabinet, forms an important part of this work. Run concurrently across eight London boroughs, in conjunction with the Greater London Authority (GLA), Southwark is currently in the process of delivering the CA4s programme to six primary schools within the borough. This innovative schools engagement and education programme comprises:
  - A Key Stage 2 educative programme for children and teaching staff intended to raise air quality and air pollution awareness. It includes air quality monitoring around the school and intends to reduce exposure to pollution through choice of route to school;
  - Improvement in the quality and effectiveness of the involved schools Travel Plans to promote transportation modal shift out of private cars for the 'school run';
  - A campaign aimed at parents to raise awareness regarding an individual's

contribution to poor air quality and to promote a switch from the private car to public or active transport. The campaign also promotes anti-idling when dropping children off and encourages parents to park away from school entrances and not on the yellow zig zags;

- Individual school celebrations and awards related to the project; and
- A half-day seminar for school staff across the borough to promote the airTEXT health alert service and the value and success of the CA4S toolkit. This event also aims to encourage schools to sign up for the programme.

21. Running alongside the CA4S programme this year is a sustainability project intended to help the involved schools reduce their energy usage, carbon footprint, bills and on-site pollution. The project hopes to fund 100% of these improvements. Sustainability audits have taken place at each of the schools and have identified the most helpful changes to make. These include the installation of new boilers, the tuning of boiler controls; and the installation of thermostatic radiator valves.

22. The initial short list of Southwark schools preferred for involvement in the CA4S programme was developed using the criteria set out below.

- High % of pupils driven to school, therefore more capacity for modal shift and reduced levels of pollution;
- Area of known poor air quality, therefore more capacity to make educative message relevant;
- Potential to undertake infrastructure works to improve air quality within the school and its environs or improve the carbon footprint of school;
- Geographical spread across borough; and
- Size of school role.

23. Not all of the schools initially approached were able to take up the opportunity to participate. However, six suitable schools have signed up to the project and an action plan and air quality monitoring strategy for delivery of the project within each of the schools has been agreed with the relevant head teacher. Our delivery agent, Parose Projects Ltd, will be working in the schools in the autumn term between September and November 2013. The involved schools are:

- Bessemer Grange Primary School;
- Charles Dickens Primary School;
- Grange Primary School;
- Peter Hills with St Mary's and St Paul's Church of England Primary School;
- Rotherhithe Primary School; and
- St Francesca Cabrini Roman Catholic Primary School;

24. The council's environmental protection team leads on this programme. However, the identification of criteria for selection, efforts to get schools on board and work to secure funding for the schools to receive significant energy efficiency improvements to their heating systems (either from the GLA or other internal budgets) have all been done in partnership with officers from the low carbon schools programme (managed by the climate change and sustainability team) and by children's services.

25. This initial Southwark programme has been funded by an award of £21,000 from the Departments for Environment Food and Rural Affairs (Defra) 2012 Air Quality Fund, supported by additional funding from the Southwark travel plan budget for 2012-13.
26. It is recognised that many more schools in the borough could benefit from this programme and further funding opportunities are being pursued in order to extend the scheme. It also our intention to be able to embed the future delivery of the education and awareness raising elements of the project in-house.
27. To date, the Mayor's Air Quality Fund has given 'in principle' agreement to fund the expansion of the CA4S programme to more of Southwark's schools through to 2015-2016. This agreement involves the allocation of £20,000 in 2013-2014 and further potential awards of up to £40,000 in each of the two following years (2014-2015 and 2015-2016) for an air quality awareness scheme which includes the expansion of the CA4s programme and proposals to improve general access through the Southwark website to local, regional and national air quality information. This associated work is intended to help individuals reduce their personal exposure to poor air quality and suggest actions for individuals, families and business to reduce their contribution to atmospheric pollution.
28. In pursuit of these 'indicative' awards, we are currently in the process of preparing a detailed project plan to be submitted to the GLA in October 2013 for approval. The final award made will be match funded by the council. Officers are currently considering options. In making the awards the GLA stated that 'the school air quality project has the potential to have a significant impact' and has indicated that it would wish to work with Southwark to develop a comprehensive monitoring strategy.
29. Our progress in extending the CA4S programme and establishing a comprehensive monitoring strategy will be subject of future reports.

### **School Travel Plans**

30. Closely allied to the CA4S programme are school travel plans. Travel plans are used for schools as a means of improving safety and encouraging sustainable travel options among students, parent, guardians and staff. Travel plans are also used to encourage educational programmes relating to child travel linked to the environment, safety and health.
31. Incorporated within the Council Plan is a target to reduce the number of children being driven to school from a baseline of 15.7% in 2010-11 to 13% by 2013-14. In the past 5 years a 5% decrease in numbers has been achieved. Travel plans play a primary role in achieving this reduction.

### **AirTEXT**

32. Associated with the CA4S project is the AirTEXT initiative, also cited by the recent epetition. AirTEXT is a unique air quality information service for people who live or work in London, especially those who may suffer from asthma, emphysema, bronchitis, heart disease or angina. AirText works by sending alerts and health advice to those people who are most likely to be affected on days when air pollution is high in their local area.

33. Under the CA4S project it is the longer term intention to provide all schools in the Southwark area with regular 3 day health bulletins (from AirTEXT) which deal not only with air pollution but UV index; pollen; and temperature also. The basic infrastructure for the regular supply of information is in place, but further work is necessary, on the supporting advice that may be given to schools on actions to be taken in the event of high or moderate forecasts, before the scheme may be commenced. The appropriate advice is intended to be developed and agreed in conjunction with the GLA so as to provide a consistent basis for future pan London use.

#### **Mayor's Air Quality Fund (Other Tacit Funding Approvals)**

34. Along with the current GLA funding decisions given in respect of CA4S under the Mayor's Air Quality Fund, there are several other Southwark projects given tacit approval totaling £730,000 over the next 3 years (inclusive of the £100,000 earmarked for CA4S and web site development detailed earlier). Officers are currently in the process of preparing detailed project plans to be submitted to the GLA in October 2013 before grant monies are given final approval and released. These are:

- a joint project with private sector contractors and academic partners to **scientifically test the use of dust suppression agent Calcium Magnesium Acetate (CMA) at a major demolition site**. CMA is a biodegradable saline solution that enables the surfaces it is sprayed on to stay wetter for longer so dust particles are less able to re-suspend in the air. The project aims to undertake a series of tests to assess which methods and frequencies of application will optimise the reduction of particles in the air around the site. This information will then be used to inform good practice across the demolition and construction industries. Southwark has met with its partners and is in the process of devising the experimentation and gathering background data on particulates and weather before the demolition commences;
- a joint project with Tower Hamlets for **an anti idling campaign at Tower Bridge**. When the inner ring road is temporarily blocked by the raising of Tower Bridge many vehicles back-up on both sides of the river causing local air pollution hot-spots. This project aims to reduce air pollution in this area and to give publicity to the impact of idling in standing traffic across the capital; and
- a joint project with nine other London Boroughs to improve air quality in Central London through **zero emission deliveries to business**. This project is being led by Westminster Council and includes private sector partners.

#### **Policy implications**

35. All matters addressed within this report are intended to progress the Southwark Air Quality Improvement Strategy for 2012-2017.
36. The Southwark Air Quality Improvement Strategy for 2012-2017 has four overall objectives. These are:
- To reduce emissions from vehicular transport



- To tackle emissions from existing fixed sources
- To reduce emissions from new development
- To protect public health and monitor air quality.

37. The strategy also considers:

- How we will work regionally to improve air quality across London,
- How we will work locally to improve air quality within Southwark.

38. The CA4S project arises from the commitment made in measure 3 of the Southwark Air Quality Improvement Strategy that Southwark will pilot a scheme to identify and implement local air quality improvements near to schools and will publicise the results. It also progresses the commitment made in measure 2 that Southwark will continue to implement, evaluate and publicise progress of measures to encourage sustainable travel choices, within the borough. Active transport equals air quality improvement and health improvement.

39. This project also supports the council's fairer future principles by making Southwark a place to be proud of by looking after the borough in a sustainable way for future generations.

### **Community impact statement**

40. Poor air quality is a contributing factor to health problems as well as damaging eco-systems, biodiversity and valued habitats. The adverse health effects from short and long term exposure to air pollution range from premature deaths caused by heart and lung disease to worsening of asthmatic conditions, often leading to a reduced quality of life and increased cost of hospital admissions. Despite improvements over recent decades, research by the Committee on Medical Effects of Air Pollution (COMEAP) indicates air pollution is still expected to reduce life expectancy of every person in the UK by an average of six months.

41. While the effects of poor air quality may have greater impact on the young; the old and those with certain medical conditions; and be more commonly found in areas of deprivation; the overall objective of the strategy, which is to provide improvements in local air quality, is one that will provide benefits across the whole of the Southwark community.

### **Resource implications**

42. No specific budget exists within the community safety and enforcement division for new air quality improvement initiatives. New programmes of work undertaken are dependent upon appropriate funding streams being identified and service resource demands being absorbed by the existing staff complement.

43. The transfer of public health responsibilities to the council has come with no new monies identified for funding air quality initiatives.

44. Match funding to support bids made under the Mayor's Air Quality Fund derive from a variety of sources. These have been detailed in other reports.

45. There are no new immediate financial implications arising from this report that are not covered elsewhere. Cabinet is at this stage being asked to simply note the progress being achieved on air quality improvements around schools and

funding opportunities currently being pursued. Any specific material financial implications arising from the implementation of the strategy that cannot be contained within the budgets or external grants will be subject to separate reports for consideration and approval.

### **Consultation**

46. No external consultation has taken place in the preparation of this report but comment has been sought and incorporated from other involved partner services including transport planning, sustainability, children's services and public health colleagues.

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

#### **Director of Legal Services**

47. This report is submitted to cabinet to note the progress made on working with schools to improve air quality pursuant to the Southwark Air Quality Improvement Strategy for 2012 to 2017 and the related Air Quality Action Plan 2012-2017.
48. Further to paragraph 10 of this report, European Directive 2008/50/EC dated 21 May 2008 relates to ambient air quality and clean air for Europe. The Directive requires targets to be met by 1 January 2015. The UK government may not be able to meet the targets by the deadline. On 25 June 2012 the European Commission objected to the Government's postponement of the deadline. There is therefore a possibility of infraction proceedings.
49. If the UK government fails to comply with EU legislation it may be obliged to pay a financial sanction. Sanctions may be significant, for instance, a minimum lump sum of approximately 8.992 million Euros plus a potential daily or periodic penalty.
50. Part 2 of the Localism Act 2011 contains a discretionary power for a Minister of the Crown to require a local authority to pay some or all of such financial sanction.
51. The amount a local authority could be asked to pay must be fair, reasonable and proportionate following discussions with Central Government.

#### **Strategic Director of Finance and Corporate Services (FC13/061)**

52. The strategic director of finance and corporate services notes that this report presents progress made on working with schools to improve air quality, and the recommendation that regular update reports are made to the cabinet member for transport, environment and recycling. This update report does not in itself incur any additional revenue or capital costs. The report outlines the programmes and funding to support Southwark's Air Quality Improvement Strategy for 2012-2017. The costs will be monitored and reported on a regular basis as part of the departmental budget monitoring processes. Any additional financial implications arising from the implementation of the strategy would be subject to the council's usual approval processes.

**BACKGROUND PAPERS**

Background Papers	Held At	Contact
Southwark Air Quality Improvement Strategy 2012 – 2017 and Action Plan 2012 - 2013 <a href="http://www.southwark.gov.uk/downloads/download/2637/air_quality_strategy_and_action_plan">http://www.southwark.gov.uk/downloads/download/2637/air_quality_strategy_and_action_plan</a>	Health Safety Licensing & Environmental Protection Unit. 160 Tooley Street. London. SE1.	Mrs Kirtikula Read. 020 7525 5748
Clean Air 4 Schools Toolkit <a href="http://www.london.gov.uk/sites/default/files/CA4S%20Toolkit[1].pdf">http://www.london.gov.uk/sites/default/files/CA4S%20Toolkit[1].pdf</a>	As above	As above
Air Quality in Southwark: A Guide for Public Health Professionals <a href="http://www.london.gov.uk/sites/default/files/Air%20Quality%20for%20Public%20Health%20Professionals%20LB%20Southwark.pdf">http://www.london.gov.uk/sites/default/files/Air%20Quality%20for%20Public%20Health%20Professionals%20LB%20Southwark.pdf</a>	As above.	As above

**APPENDICES**

No.	Title
None	

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Barrie Hargrove, Transport, Environment and Recycling	
<b>Lead Officer</b>	Deborah Collins, Strategic Director of Environment & Leisure	
<b>Report Author</b>	Richard Parkins, Health Safety Licensing & Environmental Protection Unit Manager	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
	<b>Officer Title</b>	<b>Comments Sought</b>
	Director of Legal Services	Yes
	Strategic Director of Finance and Corporate Services	Yes
	Director of Public Health	Yes
	Chief Executive (Planning)	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		5 September 2013

<b>Item No.</b> 15.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Physical Activity and Sport Strategy 2014 - 2017	
<b>Ward(s) or groups affected:</b>		All Wards	
<b>Cabinet Member:</b>		Councillor Veronica Ward, Culture, Leisure, Sport and Volunteering	

**FOREWORD - COUNCILLOR VERONICA WARD, CABINET MEMBER FOR CULTURE, LEISURE, SPORT AND VOLUNTEERING**

Sport and physical activity are essential to the council's promise to promote a fairer future for all, in particular by promoting healthy lifestyles. Our strategy will raise awareness throughout the council about the impact policies have on opportunities to keep active and stay healthy, from public health, education and adult learning to planning and transport policies. The strategy sets out the challenges in Southwark and despite scarce resources includes a robust action plan to address those challenges. The Pro-Active partnership, whose hard work has not always had a high profile in the borough, is explained in the strategy and is fundamental to achieving the targets. We are therefore very grateful for the joint work in putting the strategy together and the contributions towards funding its preparation.

**RECOMMENDATIONS**

1. Cabinet approves the physical activity and sport strategy and action plan for 2014 -17 as set out in Appendices 1 and 2.
2. That officers bring a further report on progress with implementation within 18 months of the approval date of this report.

**BACKGROUND INFORMATION**

3. Over the last few years, Southwark has invested £34 million of capital funding in improving facilities for sport and physical activity. This includes improvements to the existing leisure centre stock at Dulwich, Camberwell and Surrey Docks Watersports Centre; major improvements to facilities in Burgess Park and a specific Olympic Legacy Fund designed to deliver high standard facilities to local people across the borough.
4. In addition to this, the council's capital programme includes an allocation of £31 million for a new leisure centre as part of the regeneration of the Elephant and Castle and improvements at Seven Islands Leisure Centre, Peckham Pulse and Southwark Park Athletics Track.
5. The funding for this unprecedented investment has come from a variety of sources including the council's own capital programme, section 106 monies and monies secured by officers from a variety of external sources.

6. The excitement of London's 2012 Olympics and the impact of our improved facilities have produced a significant increase in the numbers of Southwark people taking regular exercise or participating in regular sports. In the most recent annual Active People Survey, 37.9% of Southwark's adults said they were active at least 1 x 30 minutes per week, an increase from 36.5 on the previous survey, overtaking six London boroughs that previously had higher levels of participation and moving above the national and regional average.
7. Further evidence of the improvement in levels of both participation and achievement is Southwark's performance in the annual London Youth Games with our team placing twenty ninth in 2009 and increasing incrementally to a position of ninth overall in 2013. There is strong evidence that athletics, swimming and cycling have seen significant increases in participation and this fits with the council's investment in swimming pools, the Herne Hill Velodrome and in securing external funding for an Athletics Activator post.
8. However, there is still much work to do in order to raise Southwark's participation rates, especially to address inequalities related to childhood obesity, disability sports participation, provision for young people and specific issues with diabetes and coronary heart disease. As well as participation in sport the strategy emphasises the importance of encouraging physical activity more broadly including dance, active travel and maximising opportunities for movement within our wider environment e.g. use of stairs, active play, and gardening.
9. The context for this work is one of diminishing revenue. This has meant that the community sport service has recently moved away from direct delivery and refocused on capacity building work with clubs and organisations, seeking out external funding for targeted work with girls, disabled people and other groups where participation is relatively low and ensuring that the various sports clubs and providers work in a more co-ordinated way to maximise resources.
10. The new sport and physical activity strategy will establish a four year action plan with realistic actions that will be reviewed and updated regularly. It will build on the achievements of recent years, making use of best practice within our own and other community sport and physical activity networks. It will also build ownership and engagement across all of the partners in order to ensure successful outcomes for Southwark.

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

11. This strategy is a strategy for the Pro-Active Southwark Partnership and not for the council alone. This is a real strength as it means that all of the major stakeholders and providers share in its ownership and delivery.
12. The Pro-Active Southwark Partnership is a collaborative steering group made up of organisations across the borough involved in overseeing, delivering, promoting and organising sport and physical activity in the community with the aim of improving the health of the people living and working within the borough. Major stakeholders include Sport England, Pro-Active Central London (network of 7 central London boroughs which Southwark is part of), public health team and the London PE & Schools Sports Network.
13. The Pro-Active network is repeated across London and the rest of the country in the form of County Sports Partnership Networks. These partnerships interpret and shape national, regional and local policy to best-fit future community needs,

advocate as the 'one voice for sport', and co-ordinate delivery to avoid duplication and ensure alignment and optimum use of existing and potential resources.

### **Vision and priorities**

14. The research and consultation undertaken to produce the strategy has identified three themes with specific strategic priorities. These themes and priorities underpin the strategy's vision which is for a

*“Pro-Active Southwark working together to improve health and wellbeing for all through sport and physical activity”*

15. The strategy has three themes each with specific strategic priorities. These are
- *targeted provision* which looks at participation and pathways;
  - *universal provision* which concentrates on places and promotion;
  - *foundations* which is about people and partnerships. These themes form the basis of the action plan at appendix 2 as well as being explored below.

### **Targeted: participation and pathways**

16. The strategy sets out the current challenges facing Southwark in relation to levels of inactivity and public health matters. This theme addresses these issues by creating opportunities for participation amongst specific groups who are under-represented in terms of participation or who face additional health risks.
17. Specific beneficiaries from this theme include:
- The inactive – those with the greatest health risk and who are most likely to benefit
  - Young people – by creating pathways to physical activity through play, PE and activity for life
  - Disabled people – by delivering the Inclusive and Active 2 action plans and improving access to facilities and transport links
  - Women and girls – encouraging uptake in physical activity and breaking down barriers to participation including access to facilities
  - Sports people – by supporting the development of community clubs and enhancing pathways to performance.

### **Universal: places and promotion**

18. This theme addresses the continuing upgrading and development of Southwark's sports and leisure facilities in the widest sense as well as the need to promote these excellent facilities to local communities in order to increase participation.
19. Specific issues that will be addressed by this theme include:
- New and enhanced facilities – maximizing use and increasing participation
  - Active transport – supporting infrastructure development and use and encouraging walking and cycling
  - Active environments – feeding into planning discussions, and guidance on 'active design'

- Quality of facilities – ensuring facilities are maintained and taking advantage of opportunities to improve them.

### **Foundation: people and partnerships**

20. This theme identifies how key partnerships will be established and developed, and how volunteers and other community workers will be skilled up and supported in order to deliver the other themes.
21. The theme will include:
  - Co-ordination, support, addressing new opportunities and funding as well as performance monitoring and review
  - Increasing the range and quality of marketing and communications of the Southwark sports and physical activity offer
  - Development of the sports community workforce including supporting volunteers and coaches and exploring the potential for apprenticeships.

### **Policy implications**

22. One of the council's fairer future promises is to encourage healthy lifestyles, in particular through the capital investment set out in this report. The physical activity and sport strategy complement Southwark's joint health and wellbeing strategy 2013/14. Officers from health have played an important part in the work to produce the new physical activity and sport strategy.

### **Community impact assessment**

23. As set out in the Equality Act 2010 and the specific Public Sector Equality duty (PSED) a community impact assessment is required in relation to the proposed Southwark Physical Activity and Sports Strategy 2014-2017, and a high level assessment has been carried out at this stage based on this report and the associated strategy and action plan. Where the specific activities planned as the outcome of this strategy and action plan are delivered, a separate community impact assessment should be carried out to ensure that any negative impact is minimised or mitigated.
24. The physical activity and sports strategy is extremely broad in nature, applies to the whole of Southwark equally (and seeks to address geographical access) and has been widely consulted on with current partners and engaged groups and other providers. The aims of the strategy are to build capacity, increase participation, representation and accessibility for all residents to sporting provision within the borough. The strategy also addresses issues of public health and inequalities in relation to childhood obesity, disability sports participation, provision for young people and specific issues with diabetes and coronary heart disease.
25. There is no detrimental impact to any group or protected characteristic as outlined in the Equalities Act or the PSED, and the broad aims and actions proposed are likely to be of wide benefit to all residents and service users.

### **Financial implications**

26. The proposals set out in the strategy's action plan are containable within existing council resources or where appropriate, through accessing external funding.
27. The service has been extremely successful at securing external funding in recent years including a further £1 million for projects funded through the council's £2.1 million Olympic Legacy Fund which funded 10 projects across the borough. It is anticipated that further external monies will be secured during the life of the strategy. Provision has been made in the council's capital programme for the following major projects:
  - A new leisure centre for Elephant and Castle - £20 million
  - Seven Islands Leisure Centre improvements - £ 8million
  - Peckham Pulse improvements - £2.3 million
  - Southwark Park Athletics Track - £370,000.

### **Staffing issues**

28. The strategy action plan will be co-ordinated by the sport and leisure services Team in partnership with other council services and the partners from Southwark Pro-Active.
29. The strategy will be delivered by staff from the partner organisations, including the many volunteers working in sport in Southwark.

### **Consultation**

30. There has been significant consultation on the strategy including through the strategic group which includes representation from the council, Sport England, health, Pro-Active and the London PE and School Sports Network.
31. An e-mail consultation exercise was also carried out, with all known sports clubs as well as a range of youth and community organisations being contacted in order to seek their views and feed them into the strategy.
32. A series of workshops were held with partner organisations to examine key themes.
33. In addition to this, two action planning sessions were held with key partners. These sessions informed the construction of the strategy's action plan and ensured that it is a deliverable and realistic plan.

### **Findings**

34. The findings of the consultation are reflected in the vision and priorities set out at paragraphs 11-21.



## SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

### Director of Legal Services

35. The decision to agree the sports and physical activity strategy 2014 – 2017 and action plan (“the Strategy and Action Plan”) is one that can be taken by the cabinet collectively. Under the council’s constitution, agreeing a strategy is a decision that can be taken by the lead member where the strategy relates to their portfolio, except where the strategy relates to crosscutting issues. The strategy and action plan does relate to a number of different portfolio areas, and as such it is appropriate for the decision to be taken by cabinet collectively.
36. Cabinet members will note that the sport and physical activity strategy 2014 – 2017 sets out a vision to improve health and well-being for all through sport and physical activity. The strategy sets out three themes and strategic priorities and includes an action plan containing a series of actions grouped within each theme.
37. Cabinet is advised that the strategy and action plan aims are consistent with the council’s duties and powers as they relate to the following areas:
  - Relevant to the “Places and Promotion” theme are the council’s various powers in relation to the acquisition and management of its parks, open spaces and recreational facilities (principally, section 19 Local Government (Miscellaneous Provisions) Act 1976). Also relevant to this theme is the Council’s duty in relation to promote sustainable modes of travel and to prepare a sustainable modes of travel strategy to meet school travel needs in its area (section 508A Education Act 1996).
  - Relevant to the “Participation and Pathways” theme is the Council’s new duty arising from the Health and Social Care Act 2012, which came into force on 1 April 2013. The Council is under a duty to take such steps as it considers appropriate for improving the health of the people in its area. This would include (but is by no means limited to) the provision of services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way), and making available the services of any person or any facilities.
  - Relevant to both themes are the objectives of the Southwark Transport Plan 2011, which incorporates the Local Action Plan the council is required to produce setting out its proposals for the implementation of the Mayor of London’s transport strategy in the Southwark area (as required by section 145 Greater London Authority Act 1999).
  - Where there is no expressly conferred duty or power in relation to any of the functions outlined in the strategy, the council has the power to do any thing which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions (section 111 Local Government Act 1972). The adoption of the Sports and Physical Activity Strategy and Action Plan is within the council’s powers, as it will facilitate, and is incidental to, the functions of the council as described above. The general power of competence conferred by the Localism Act 2011 also grants the council the power to do any thing that individuals may do.

38. In making its decision cabinet must have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a “protected characteristic” and those who do not, and foster good relations between persons who share a “protected characteristic” and those who do not: section 149 Equality Act 2010. The relevant “protected characteristics” are age; disability; gender reassignment; pregnancy and maternity; race; religion and belief; sex; and sexual orientation. The Public Sector Equality Duty also applies to marriage and civil partnership, but only in relation to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct. Reference is made in the Strategy to promoting participation in sport among disabled people, young people and women.

#### **Strategic Director of Finance and Corporate Services (FC13/046)**

39. The strategic director of finance and corporate services notes the recommendation in this report for the approval of the sport and physical activity Strategy and action plan for 2014-17. Approval of the strategy does not in itself incur any additional revenue or capital costs.
40. Current capital and revenue plans for the service are outlined in the report. The capital and revenue costs will be monitored and reported on a regular basis as part of the departmental budget monitoring processes. Any additional financial implications arising from the implementation of the strategy would be subject to the council’s usual approval processes.

#### **BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
None		

#### **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Southwark Physical Activity and Sport Strategy 2014-2017
Appendix 2	Southwark Physical Activity and Sport Strategy 2014-2017 Action Plan

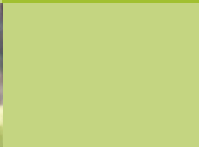
**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Veronica Ward, Culture Leisure, Sport and Volunteering	
<b>Lead Officer</b>	Deborah Collins, Strategic Director Environment and Leisure	
<b>Author</b>	Adrian Whittle, Head of Culture Libraries Learning and Leisure	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	5 September 2013	



# Get Active for Life!

Southwark Physical Activity and Sport Strategy 2014-2017



## Foreword

Sport and physical activity is essential to the Council's promise to promote a Fairer future for all, in particular by promoting healthy lifestyles. For children and young people physical activity is essential for their health, creates opportunities, encourages aspiration and excellence as an individual as well as working as part of a team. Our major investment in sports and leisure facilities, including our own Olympic Legacy Fund is an investment in these opportunities and aspirations.

The strategy and action plan set out what the Council and PRO-ACTIVE Southwark partners will deliver to support more people becoming more active more often. It addresses inequalities in health and wellbeing, encouraging specific groups to become more active, for example, women and girls, disabled people, older adults and young people.

The partnership that has produced and will deliver this strategy includes Sport England, PRO-ACTIVE Central London, Southwark Clinical Commissioning Group, London PE and School Sport Network and the Council's own Sport and Leisure Services Team. I wish to thank them all.

**Councillor Veronica Ward** - Cabinet Member for Culture, Leisure, Sport and Volunteering

## Introduction

This strategy aims to build on Southwark's legacy from the London 2012 Olympic & Paralympic Games and the achievement of our partners to help more people participate in sport and physical activity more often. With the goal of improved health and wellbeing for all, this strategy will strengthen our vision to provide widely accessible, well used, high quality physical activity and sport opportunities in the borough.

The substantial investment in Southwark's built leisure environment including recently refurbished leisure centres, revitalised parks and open spaces, and active travel infrastructure has provided an excellent foundation on which to develop an exciting physical activity and sport legacy for the future.

Following on from the successes of the Southwark Sport and Physical Activity Strategy 2009-13, this strategy will continue to build on the strength of existing partnerships and provide an ambitious yet achievable plan and vision for Southwark.

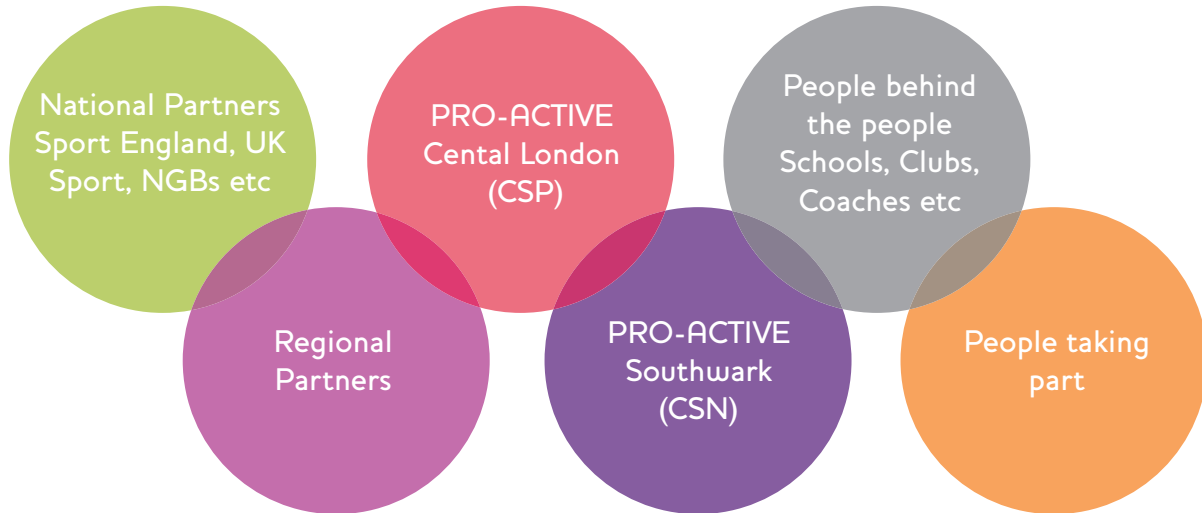
In developing this strategy our aim has been to:

- Review our achievements from our previous strategy
- Consolidate the evidence and background information for the strategy to determine our vision, themes and strategic priorities
- Build on the best practice of other borough community sport and physical activity networks (CSPANs)
- Establish a four-year plan with achievable and deliverable actions to be regularly reviewed and updated
- Identify the resources needed to build ownership and engagement in delivery of the strategy and action plan to ensure tangible outcomes for Southwark.



## Delivery system for sport and physical activity

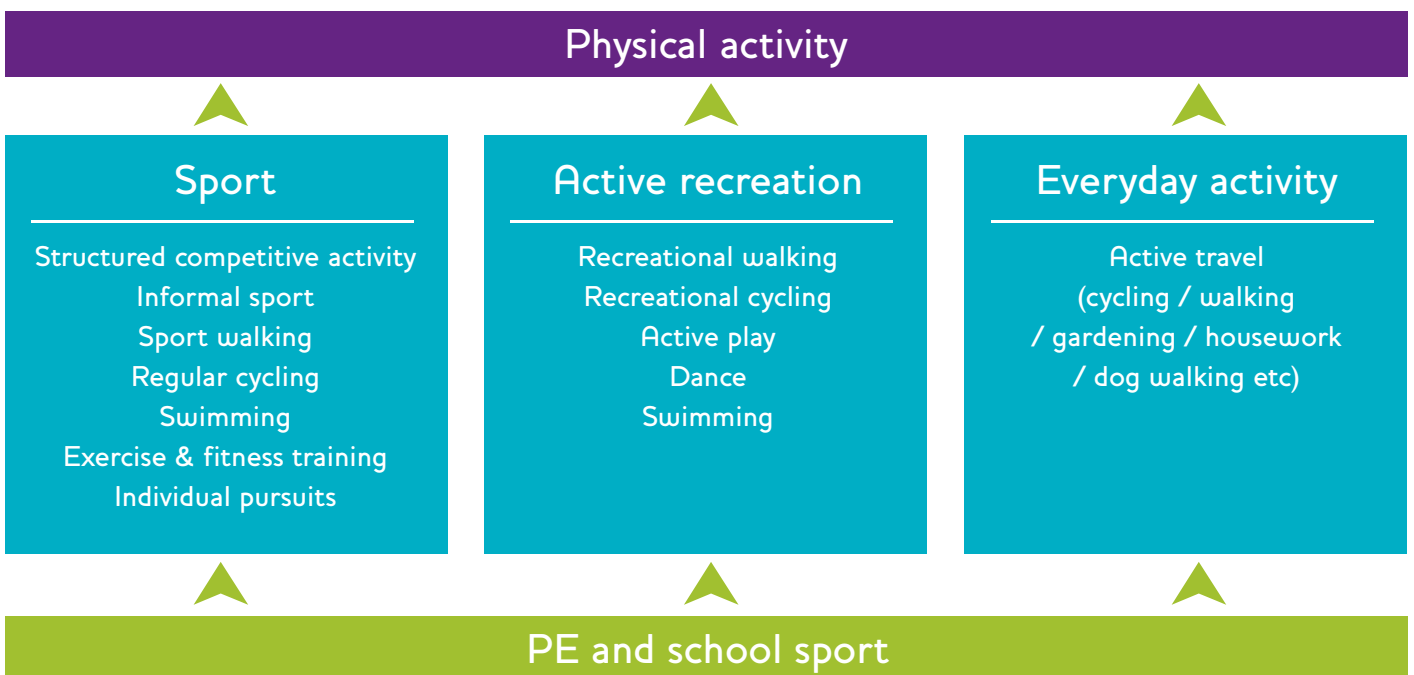
The chart below shows the connections in the delivery system for sport between national partners and people who take part in sport in local communities. Key partners in this process are the County Sports Partnership (CSP) and Community Sports Network (CSN). In the case locally this is PRO-ACTIVE Central London and PRO-ACTIVE Southwark.



PRO-ACTIVE Southwark was formed in 2008 as part of Sport England's delivery system for sport and physical activity. The network is a mechanism to enhance communication between partners aspiring to increase levels of active recreation, by providing active healthy lifestyle opportunities and catering for the specific needs of the community.

The PRO-ACTIVE Southwark Strategic Steering Group has overall responsibility for the strategic direction of physical activity and sport in the borough. The group oversees the objectives and actions of the current Physical Activity and Sport Strategy with the ultimate aim of increasing participation and widening access.

The chart below sets out the distinctions between physical activity, sport, active recreation and everyday activity **and** the foundation of PE and school sport.



# Achievements of the 2009-13 Sports and Physical Activity Strategy

We would like to thank all our partners for their collective support which helped us to develop and deliver our previous sport and physical activity strategy. We have met 60 of our 76 actions over this period and the remaining actions are either still in progress or have been deferred through review and/or funding constraint. Our key successes are significant.

The PRO-ACTIVE Southwark Partnership is now better placed to deliver effective high quality sports and physical activity opportunities. Collectively we have worked to develop and improve our facility stock. There has been strong capital investment, in part, as a result of the Olympic and Paralympic Games legacy but also through a sustained commitment of the Council and other partners to meet the needs of local communities in Southwark.



Importantly, our effort to support people to engage in more physical activity has resulted in a steady increase in levels of active participation. The 2009-2013 strategy provided the framework for several important pieces of work that have set strong foundations for us to move forward in the next four years.

## Key foundation activities completed:

- Physical Activity Needs Assessment
- Establishing Southwark's presence on the Get Active London website
- Planning priorities through S.106 and planning guidance for sport and physical activity
- Strong Health Improvement agenda
- Maximising use of the Get Active London website
- Increasing use of existing provision
- Supporting clubs and competitions and providing activities on the ground which local people can enjoy

Coordination of the PRO-ACTIVE Southwark Partnership has seen inputs from agencies working in health, leisure and community sport, local clubs, schools and youth providers.

Massive improvements have been and continue to be made to our leisure facilities. Since 2010 and moving on to 2015, Southwark will have seen over £53M of investment funded through the Council, London Marathon Trust, Sport England, Big Lottery, Mayor of London Facility Fund, Football Foundation, and other external sources. Also, in our parks and on some of our estates, the Council has invested in new multi-use games areas and developed other facilities including outdoor gyms.



## Other key achievements

As part of Southwark's Fairer future promise of committing to a lasting legacy from the London 2012 Olympics and Paralympics games, the Olympic Legacy Action Plan focussed on prioritising young people, volunteering and health and wellbeing:



Through the Capital Legacy Fund the Council has supported a number of facility improvement projects to help increase participation in physical activity and sport across the borough for generations to come.

### LB Southwark Capital Legacy Fund of £2m:

- BMX track for Burgess Park - £150k
- Bethwin Road Playground - £95k
- Camberwell Leisure Centre Sports Hall - £490k
- Herne Hill Velodrome - £400k
- Homestall Road Sports Ground - £175k
- Peckham Town Football Club - £85k
- Peckham Pulse disability pool hoist - £5.6k
- Peckham Rye Park - £200k
- Southwark Park sports complex - £370k
- Trinity outdoor sports area Camberwell - £30k

As a result, many young people in Southwark embraced the London 2012 spirit and have become more aware of sport and physical activity opportunities available locally.

### Wider legacy benefits and the challenge:

- Southwark is one of just three London Boroughs to have seen a significant improvement over 5 years in the percentage of people participating in sport and physical activity.
- More young people in Southwark have been inspired to take up new activity
- There has been a shift in interest from traditional to minority sports
- More of our sports people have become better and improved as participants (drive to excellence)
- Our clubs have experienced increase in take up
- There has been a significant increase (72%) in the use of 'Get Active London' to search for sport and physical activity opportunities within Southwark post London 2012
- Several housing estates created Olympic themed gardening projects to increase 'on your doorstep' opportunities for neighbours to get active
- More people are choosing walking or cycling to get around and stay active
- Motivational text messages trialled in our GP exercise referral programme were found to significantly increase adherence
- There is still a challenge to convert inspiration to participation and the Partnership needs to continue to support coaches, clubs and local facilities





# The evidence base for physical activity and sport in Southwark

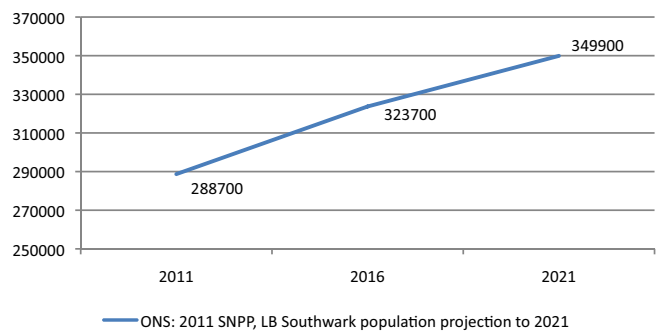
## Population and population growth

Southwark has a growing, dynamic and diverse population. The 2011 census identified a population of 288,700 which represented an increase of 37,700 since 2001 (13% growth). This is set to grow even further as projections to 2021 indicate a population of 349,900 representing further growth of 18%. Our population is generally young with 80% of our residents aged under 50. Southwark's population is diverse with 63% of the population being White, and 26% Black, 16% are from African descent. Concentrations of the borough's Black communities are in the central wards of Camberwell Green, South Camberwell, Brunswick Park, Faraday and Chaucer.

There are estimated to be 38,980 disabled people in Southwark with a forecasted rise in the number of disabled adults of working age (18-64) from 16,030 in 2008 to 20,520 in 2025.

Southwark ranks as the 12th most deprived authority in London and 41st nationally. 53% of our residents live in rented accommodation (42% council, 11% Registered Social Landlord) double that of London (26%) and almost three times that of England (18%).

44% of the borough's residents have no access to a car, compared to the London average of 29%.



## Health

The average life expectancy for men in Southwark is 77.8 years and for women 82.9 years. The gap between Southwark and England is closing. Nonetheless there are clear health inequalities within the borough. Indeed between the best and worst localities in Southwark the difference in life expectancy is as much as 9.5 years for men and 6.9 years women.

### Headline health issues that physical activity can help address

- It is estimated that cardiovascular disease is 10% higher than the national average.
- High levels of diabetes, predicted to rise to 17,745 by 2025, people of African origin at higher risk.
- Cancer is falling but smoking still contributes to 1 in 4 deaths.
- Mental wellbeing rates lower than London average especially in areas of deprivation

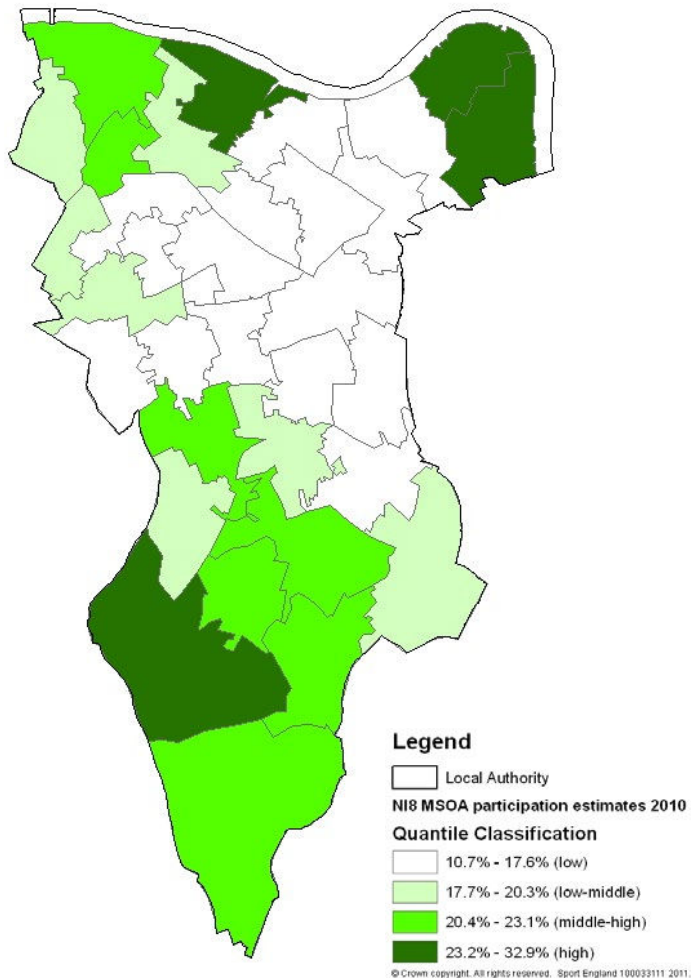
The chart below shows the risks that lead to premature death in Southwark (JSNA 2013). Physical activity being an important factor, and one that can significantly reduce other risks featured, including high blood pressure and obesity.



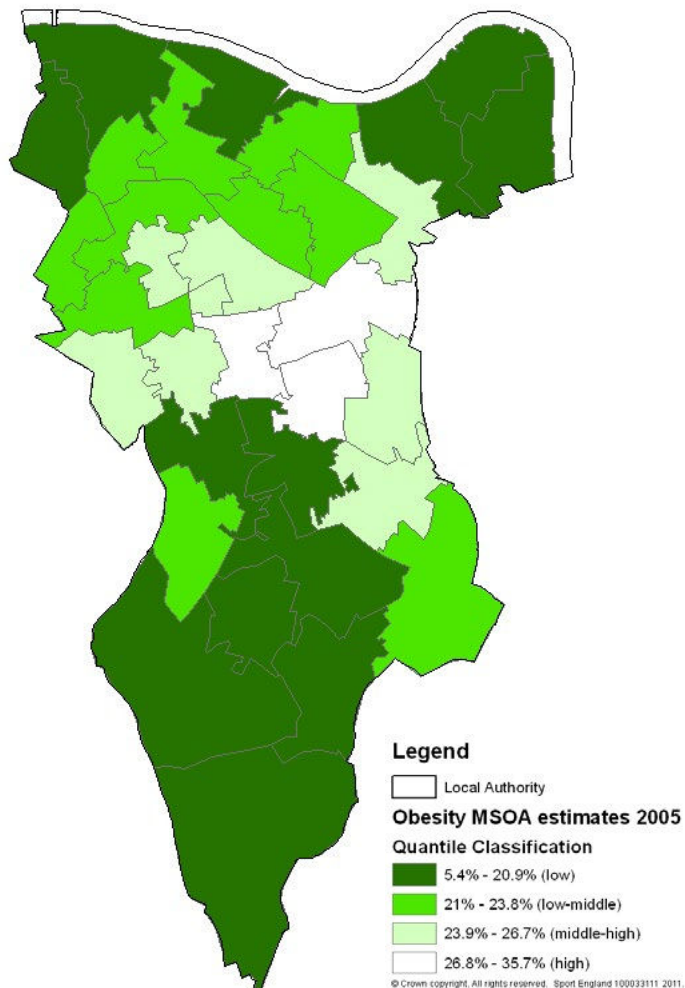
## Targeted locations of greatest need

The maps below show the level of physical activity in the borough compared to the levels of obesity in different wards in the borough. As with obesity there is a similar geographical pattern for other health issues that could be improved with physical activity. This will assist partners to target resources and activity to areas of greatest need.

### Active participation in sport and active recreation (3 x 30 mins per week)



### Adult obesity rates



It is clear that there are parts of the borough, particularly in the central areas (white and light coloured), where levels of participation are lowest and levels of obesity are highest.

Targeting interventions against health need and physical inactivity is critical and is a priority for this strategy.

# Health and Wellbeing Strategy

Southwark's emerging health and wellbeing strategy has identified the following priorities:

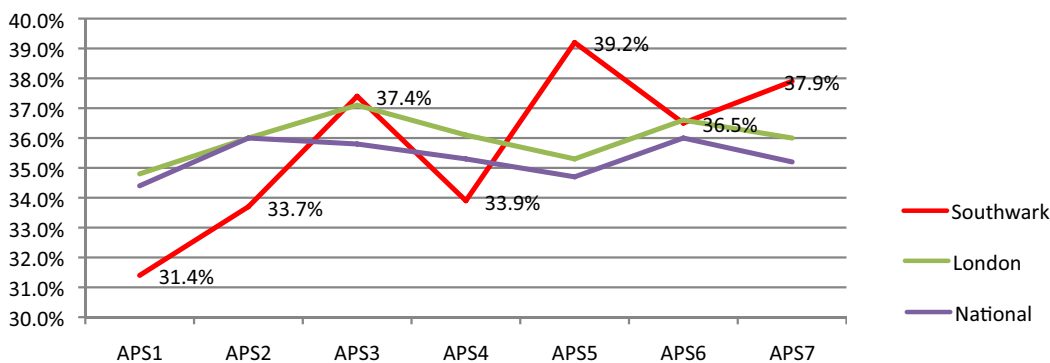
- Giving every child and young person the best start in life.
- Building healthier and more resilient communities and tackling the root causes of ill health.
- Improving the experience and outcomes of care for our most vulnerable residents and enabling them to live more independent lives.

Supporting inactive people including older people and other vulnerable groups to be more active will have cross cutting benefits in the prevention and management of ill health and the promotion of mental wellbeing and social connectedness.



## Physical activity and sports participation

Sport England's Active People Survey (APS) is a strong measurement of the level of sports and physical activity participation for adults (16+) in local areas. The main benchmark measures participation based on 30 minutes of moderately intense exercise once a week. For Southwark the graph below shows a trend of increasing returns since the Active People Survey started in 2006. This reflects well on the strength and success of the PRO-ACTIVE Southwark partnership.



Other key participation headlines include:

- 37.9% of adults are active at least 1 x 30 mins./week, 14% participate less frequently than 1 x 30 mins./week, and 48% do no physical activity and sport at all.
- 69.9% of adult residents in Southwark want to start playing sport or do a bit more, suggesting a large potential for growth.
- Active People Survey 5 showed that participation levels in regular activity (3 x 30 mins) in women was over a third lower than that for men (15.1% Women, 23.9% Men) in Southwark.
- Between April 2009 and March 2013 visits to Southwark's Leisure Centres increased by 140% (899,415 visits in 2009/10 to 1,257,391 in 2012/13). This increase was driven by a substantial refurbishment programme which has greatly improved the quality of facilities available to the public.
- Over the same period key target groups at the leisure centres (young people, older adults, disabled people, low income users and ethnic minority users) also saw major increases in usage.
- These usage increases are also expected to continue to rise as the stock of facilities improves and better services are developed.

Increasing participation in sport and physical activity is an ongoing commitment of PRO-ACTIVE Southwark.

## Children, youth & young people

Critical to the development of children and young people are the opportunities they have to take part in sport and physical activity. However children and young people in the borough have a number of needs that PRO-ACTIVE Southwark must address.

- Child Obesity is the worst in England with 28.3% of Southwark children in Year 6 being measured as obese
- 40% of young people in the last TellUs4 Survey said they had been to a sports club or class in the last 4 weeks (this compares to 52% nationally and 45% in Southwark's statistical 'Near Neighbour' local authorities)
- 38% said they took part in organised sport or physical activity on the previous weekend (46% Nationally, 44% Near Neighbour)
- Nationally the cost of responding to incidents of anti-social behaviour by young people is £3.4 billion per year (no local figures are available).



PRO-ACTIVE Southwark are committed to help children and young people to participate in physical activity and sport to establish life-long participation and engagement through families, early years provision, informal play, schools and the transition to clubs.

Southwark Schools are currently being offered the opportunity to develop local satellite clubs. This is being developed by Sport England and PRO-ACTIVE Central London with strategic discussion around priorities for each school, addressing curriculum focus and matching clubs and community value. This is a real opportunity to forge effective School and Club links in the borough.

A clear strategic priority is to improve access to and participation in physical activity for young people of an unhealthy weight, to ensure the greatest health benefit can be gained.

Southwark has built on the work of its Schools Sports Partnership over the last 10 years. This has set the platform to embark on the next phase of development. New funding for Primary and Secondary Schools will provide real opportunities to enhance the PE and schools sports offer in the borough.

A clear priority for Southwark schools is to move its Ofsted ranking from good to outstanding. To this end the key partnership priorities are:

- Increasing Competition
- Talent identification and development
- Meeting the New Ofsted criteria for measuring Primary School PE

PE, School Sport and School Club Links are clear strategic priorities for this strategy

Youth clubs, community organisations, local charities, sports clubs and play services are all activity involved in the support of sport and physical activity provision for children and young people in the borough. This work is vital to supporting activity beyond schools and to support the transition to community participation. Many of these organisations target their activities in areas of need and the opportunities afforded to young people through these 'providers' are invaluable.



## Women and girls

Despite a big increase nationally in the number of women playing sport regularly over recent years, women are still much less likely to be active than men, with only 13% of women taking part in 30 minutes of physical activity or sport three times a week compared to 20% of men.

Active People Survey 6 also showed nationally that 31% of women take part in sport once a week compared with over 41% for men, in Southwark this gap is much wider with only 28.6% for women compared with 44% for men. Whilst locally 57.6% of women do no physical activity or sport, many of whom would like to participate but face real barriers in doing so.

Breaking down barriers to participation for women and girls through providing appropriate programmes, places and targeted activities will be a priority for this strategy



## Disability sport

APS6 indicates that in Southwark there are 38,980 disabled people (14% of the population) the research shows that 15.2% of disabled people are participating at a moderate level at least once a week and shows that 64.8% of the disabled population are not participating in sport or physical activity at all.

Inclusive and Active 2 is the London wide strategy for sport and physical activity for disabled people with a vision of active disabled Londoners. It has been created in partnership between the Greater London Authority (GLA), NHS London and Interactive (London's strategic disability sport agency). There are five themes to the strategy: 'changing the culture'; 'inclusive activity'; 'more people more active'; 'diversifying the sector'; and 'skilling the sector'.

The aim of the strategy is to increase opportunities for disabled people to participate in sport and physical activity and create a culture where disabled people and service providers recognise and advocate sport and physical activity as a viable lifestyle choice. Over 100 organisations across London have adopted the strategy so far with a third of these having impact within Southwark.

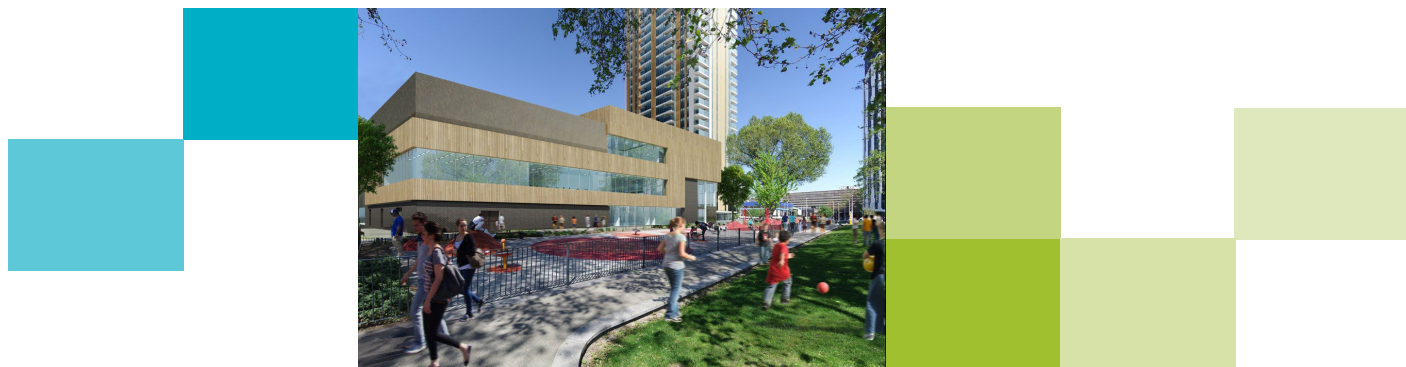
A clear priority is to build on PRO-ACTIVE Southwark's strong commitment to Inclusive and Active 2 and sport and physical activity for disabled people within the borough. We will support culture change, enhance existing delivery, develop new provision, increase participation, provide sector support, through training and diversifying the sector



## Sustainable places and facilities for physical activity and sport

As highlighted earlier, Southwark Council is making considerable investment in its facilities for sport and physical activity, particularly between 2010 and 2015. 21 sites are being improved with an investment of £53M over this period. These include:

- Elephant and Castle Leisure Centre, Peckham Pulse, Camberwell Baths, Seven Islands Leisure Centre, Surrey Docks Water Sports Centre, Southwark Park, Herne Hill Velodrome, Dulwich Leisure Centre, Mellish Fields, Homestall Road, Peckham Rye Pitches, Burgess Park, Bells Gardens, Geraldine Mary Harmsworth Park.



The majority of the borough's key facilities will have been upgraded by 2015. Now that the investment has been made or is committed, the challenge for this strategy is to improve awareness of the opportunities available at these venues and to ensure that more inactive people access them and those who are already active visit more often.

Strong investment has also been made in the network of 'open access' free to use community recreation facilities e.g.:

- Estate and playground provision
- Multi Use Games Areas (MUGAs)
- Youth centre provision
- Park based provision

Additionally, the Council has improved the quality of Schools PE and sport facilities and its commitment to the PE curriculum whilst striving to encourage more schools to offer:

- After School activities
- Community access (whether pay and play, club sessions or private hires)

The Council's Community Use Strategy continues to develop widened access to school facilities for greater participation through community and club usage.

In addition Southwark's Playing Pitch Strategy (PPS) has a vision to ensure that the quality and quantity of pitches meets the needs and aspirations of residents now and in the future.

Planning is a critical factor in providing opportunities for active environments. The borough is developing planning guidance to better promote 'Active Design' to developers to increase physical activity within buildings and in the outside environment (this includes stair use, transport links, cycling facilities etc). This work is coupled with the need to utilise the Community Infrastructure Levy to enhance local physical activity provision..

A key strategic priority for this strategy is to maximise the value of sport and physical activity investment/provision by increasing the use of all Southwark's facilities.



## Active environments

The design of places we live, work and play are all important in helping us build in 'everyday activity' to our lives and getting us to move about a bit more without even thinking about it! This is sometimes called 'Active Design' and can include simple measures such as making walk ways pleasant and safe, making stairs more prominent than elevators, having good facilities for cyclists and making open spaces fun to explore and play in. This kind of 'healthy planning' can help us be more active throughout the whole day as well as in the 30 minutes we are doing exercise or sport.

Working with planners to support an active design approach to new developments in the Borough is a priority for this strategy

## Active transport

There is a real opportunity to strengthen the links between the Physical Activity and Sports Strategy and the Southwark Transport Plan. Objective Two of the Transport Plan seeks to encourage sustainable travel choices, by:

- Working with the school community to encourage more children to travel to school sustainably.
- Working with businesses, employers and organisations to encourage more staff to travel sustainably.
- Promoting and encouraging sustainable travel choices in the borough.
- Continuing to support improving skills and knowledge to travel sustainably.

This is a strategic priority to encourage more people take up active transport, through walking and cycling, supporting both the sustainability and physical activity agendas.

## Support to community sports clubs

Clubs are central to providing lifelong sports opportunities in the borough.

- There are over 130 National Governing Body recognised clubs in the borough providing sport for in excess of 6,000 people.
- Of these, 19 are Sport England Clubmark quality accredited and a further 12 are working towards Clubmark status.
- There is a need to support more clubs in the borough to achieve a minimum quality standard and, in time, Clubmark.
- There are 329 activities listed on Get Active London website, 131 clubs, 162 venues and a total of 622 opportunities listed which is currently the largest number of any London Borough.
- Over 5,000 people contact Volunteer Centre Southwark annually.
- 4.9% of adult residents are regular sports volunteers compared to the national average of 7.3% (APS5).

Maintaining support for the borough's community sports clubs and their volunteers is a priority for this strategy.





## Foundations and partnership development

As previously noted the success of our 2009-2013 Strategy has mainly been as a result of the strong partnership work of key stakeholders in sport and physical activity across Southwark. To this end we have collectively worked on funding applications, targeted working groups, monitoring and performance activity, marketing and communications and workforce development. Whilst much has been done a significant part of this work is ongoing. Moreover the partnership recognises that success in terms of improving provision and increasing participation is based on strong foundations locally to support the infrastructure and delivery capabilities for sport and physical activity.

To this end, the partnership is committed to support key priorities through establishing and maintaining working groups targeting inactivity, children, youth and young people and in delivering a coordinated approach to partnership funding.

Another key set of priorities is the development of community workforce skills, volunteering, increasing the number and quality of coaches and supporting apprenticeships in the sport and physical activity sectors.

Finally the partnership is committed to coordinating resources and overseeing the delivery of the strategy through regular monitoring and evaluation of actions and reporting this to the PRO-ACTIVE Southwark Strategic Steering Group.





## Strategy consultation

In developing this Strategy we have sought the views of and engaged with our local partners. We ran various themed workshops and an e-survey that was circulated to over 120 organisations and stakeholders. Both these consultation exercises have provided evidence of support for this strategy's themes and strategic priorities.



The PRO-ACTIVE Southwark lead agencies are committed to continuing this collaborative approach to the strategy's implementation and delivery and the monitoring and review of its achievements and outcomes.

## Strategy priorities

Through the development of this strategy a series of themes and strategic priorities have emerged.

There has been consistently strong support to addressing health inequalities across the borough and to target resources to the most inactive and those in greatest need. We are driven to developing more innovative approaches to widen access and opportunities for young people, women and girls and disabled people, as well as supporting existing sports clubs and organisations to grow and raise quality standards. Importantly, we are clear about the need to embrace new communication technologies in our desire to target particular groups - e.g. young people, disabled people, the inactive - in promoting and marketing our local offers.

Having high quality facilities for sport and play are important and our investment into our physical infrastructure must result in increased usage. We are committed to maximising physical activity gains from our active transport plans, widening access to school sport facilities and continuing to maintain and upgrade facilities where necessary and when resources allow. Our strategy is also keen to exploit opportunities from the Community Infrastructure Levy and to access external funding to fill gaps in provision and to maximise the ongoing benefits of new developments in the borough.

Underpinning all this work are the people across the borough, both professionals and volunteers, that deliver opportunities and make up our partnership. These people form the foundations without which the strategy cannot be delivered. To ensure the strategy is built on solid foundations we are committed to coordinating resources, providing targeted support and developing medium and long term funding strategies as well as to regularly monitor and review our performance and progress. We are also committed to developing our local workforce, volunteers and coaches. To develop employment opportunities through apprenticeships and to establish locally defined minimum quality standards for our community sports and recreation activity programmes and clubs.

We have set out on the following page our vision, themes and strategic priorities. There are defined as 'targeted', 'universal' and 'foundation' priorities. Against these PRO-ACTIVE Southwark has set strategic priorities and will establish a 4 year Action Plan.

# Our Vision

PRO-ACTIVE Southwark working together to improve health and wellbeing for all through sport and physical activity  
We have set three themes with specific strategic priorities, these are:

## Targeted

### Participation and Pathways

- The inactive –those with the greatest health risks and who are most likely to benefit
- Young people – Pathways to physical activity – through play, PE and activity for life
- Disabled people – delivering the Inclusive and Active 2 action plans and improving access to facilities and transport links
- Women and Girls – encouraging uptake in physical activity and breaking down barriers to participation including access to facilities
- Sports people – developing community clubs and enhancing pathways to performance

## Universal

### Places and Promotion

- New and enhanced facilities - maximise and increase participation and use
- Active transport - infrastructure development and use, encouraging walking and cycling
- School sports facilities – opening up more community use of school facilities
- Active environments –supporting guidance to address local planning needs
- Quality of facilities – review facilities and ensure they are maintained and where necessary upgraded

## Foundation

### People and Partnerships

- Co-ordination, support, addressing new opportunities and funding, performance monitoring and review
- Increasing the range and quality of marketing and communications of the Southwark offer
- Community workforce development – supporting volunteers, coaches, apprenticeships

Our action plan will follow these themes and strategic priorities

This Strategy has been funded and resourced by Southwark Council, Sport England, Southwark Clinical Commissioning Group and PRO-ACTIVE Central London



It has been developed with the support and contributions of members of the PRO-ACTIVE Southwark Partnership, with particular support from the following organisations:

Burgess Sports  
Community Action Southwark  
Fusion Lifestyle  
Greenhouse Charity  
Interactive  
King's College London  
Living Streets  
Southwark Councillors  
Jubilee Hall Trust  
LondonYouth  
London PE and School Sport Network  
London South Bank University  
Millwall Community Scheme  
Sport for Social Change Network  
Volunteer Centre Southwark:



## APPENDIX 2

### Southwark Physical Activity and Sport Strategy 2014-2017 - Action Plan

**Our Vision: PRO-ACTIVE Southwark working together to improve health and wellbeing for all through physical activity and sport.**

We have set three themes with specific strategic priorities, these are: Participation and Pathways, Places and Promotion and People and Partnerships

#### **Targeted**

Theme: **Participation and Pathways**

Strategic Priority: The inactive – supporting those with the greatest health risks and who are most likely to benefit

Action	Timescale	Responsibility	Resources	Outcome
<p>Establish cross partnership <b>Tackling Inactivity Group</b> to develop a physical activity programme plan of cross partnership interventions to address health improvement and to reduce inactivity by targeting localities with the greatest need:</p> <ol style="list-style-type: none"> <li>Audit existing activity to support health improvement through physical activity including adult social care initiatives, and identify where synergies and value can be added through the partnership</li> <li>Ensure that the programme plan has specific reference to health needs, areas of high deprivation and low levels of participation in physical activity and sport.</li> <li>Ensure all activity opportunities are promoted on the Get Active London website</li> <li>Establish a stronger relationship between PRO-ACTIVE Southwark and health commissioners</li> </ol>	<p>Establish by January 2014 and reviewed annually</p> <p>Reported quarterly</p>	<p>PRO-ACTIVE Southwark cross partnership initiative lead by Public Health, delivered by <b>Tackling Inactivity Group</b></p> <ul style="list-style-type: none"> <li>Including; Public Health, London Borough of Southwark (LBS) Adult Social Care, key providers of health and wellbeing programmes.</li> </ul>	<p>Public Health, LBS Adult Social Care, LBS Sport and Leisure Services</p> <p>Partnership in kind + possible funding via Mayor's Sports Participation Fund</p>	<ul style="list-style-type: none"> <li>Coordination of health and physical activity initiatives and programmes across Southwark</li> <li>Targeted plan of action to address inactivity across the borough</li> <li>Clear pathways to activity for range of people with different health and wellbeing needs</li> <li>Effective promotion of physical activity and lifestyle health activity in the borough</li> <li>New commissioning of physical activity interventions</li> </ul>

Theme: **Participation and Pathways**

Strategic Priority: Children, Youth and Young People – Pathways to physical activity through play, PE and activity for life

Action	Timescale	Responsibility	Resources	Outcome
<p>Establish cross partnership <b>Children, Youth and Young People (CYYP) Working Group</b> to:</p> <ol style="list-style-type: none"> <li>Audit existing provision</li> <li>Develop comprehensive Children, Youth and</li> </ol>	<p>Established by January 2014</p>	<p>PRO-ACTIVE Southwark cross partnership initiative lead by LBS Sport and Leisure</p>	<p>Partnership in kind</p>	<ul style="list-style-type: none"> <li>Coordinated approach to children, youth and young people in sport</li> <li>Audit of provision included on</li> </ul>

Action	Timescale	Responsibility	Resources	Outcome
<p>Young People's Sport and Physical Activity Offer across the borough, including a focus on activity that supports family participation</p> <p>7. Increase the number of School Club links, including Satellite Clubs</p> <p>8. Maximise the capacity of the CYYP Sport and Physical Activity Offer to tackle childhood obesity</p> <p>9. Establish physical activity pathways for 'active families' from early years settings.</p>	Quarterly monitoring of activity thereafter	<p>Services delivered by the <b>Children, Youth and Young People's Working Group</b></p> <ul style="list-style-type: none"> <li>including LBS Early Help, Schools, PE Departments, London PE &amp; School Sport Network (LPESN), Charities, Clubs, Coaches, LBS Youth Services, Public Health, Leisure Providers</li> </ul>		<p>Get Active London website</p> <ul style="list-style-type: none"> <li>10 additional School Club links by end of the strategy period.</li> <li>Numbers of schools engaged in health and wellbeing programmes offered by local providers</li> <li>Southwark Youth Sport Panel supported and consulted with decision making.</li> </ul>

### Theme: **Participation and Pathways**

Strategic Priority: Disabled people – delivering the Inclusive and Active 2 action plans and improving access to facilities and transport links

Action	Timescale	Responsibility	Resources	Outcome
10. Deliver the actions set out in the Inclusive and Active 2 action plans of Disability Steering group members in a coordinated approach.	Ongoing	PRO-ACTIVE Southwark, Interactive	Partnership in kind	Inclusive and Active 2 targets met
11. Develop specific programme of activity to address inactivity and obesity in this group	March 2014	PRO-ACTIVE Southwark, Interactive		Dedicated health and obesity targets addressed for disabled people in the borough

### Theme: **Participation and Pathways**

Strategic Priority: Women and Girls – encouraging uptake in physical activity and breaking down barriers to participation including access to facilities

Action	Timescale	Responsibility	Resources	Outcome
12. Establish Cross Partnership Women and Girls Working Network to develop a Women and Girls Physical Activity and Sport Action Plan to increase participation	November 2013	PRO-ACTIVE Southwark - cross partnership initiative lead by LBS Sport and Leisure Services	Partnership in kind + possible funding via 'Us Girls' programme Doorstep Sports Clubs Sport England Community Sport Activation Fund (rounds 3,4 & 5)	Coordinated achievements of Women and Girls programme
13. Audit existing and scope emerging physical activity opportunities and sport provision and ensure this is effectively promoted				

Theme: **Participation and Pathways**

Strategic Priority: Sports people – developing community clubs and enhancing pathways to performance

Action	Timescale	Responsibility	Resources	Outcome
Develop and support emerging new community clubs: 14. Promote offer through Get Active London website 15. Engage with partners and 3rd sector to identify emerging clubs 16. Develop partnerships with relevant NGBs	November 2013 Ongoing	LBS Sport and Leisure Services	LBS Sport and Leisure Services, LBS Community Engagement, Community Action Southwark, NBGs, Partnership in kind	Number of community clubs supported and number of new established
Performance and excellence 17. Maintain promotion and delivery of London Youth Games (including School Games) 18. Coordinate with clubs and satellite clubs and National Governing Bodies of sport (NGBs) support for emerging talent	November 2013 Ongoing	Lead by LBS Sport and Leisure Services <b>Children, Youth and Young People &amp; Tackling Inactivity Group,</b> • Including LPESSN/London Youth Games (LYG)	LBS Sport and Leisure Services, LPESSN, Sponsorship, Partnership in kind	LB Southwark YG delivery team and participation squad maintained Coordinated approach to talent identification and development
19. Investigate, develop and support a Southwark baseline standard for new and emerging clubs or community providers.	March 2014	PRO-ACTIVE Southwark	LBS Sport and Leisure Services, Sponsorship, Partnership in kind	More accessible and achievable standard for small and emerging clubs in the borough



## Universal

### Theme: Places and Promotion

Strategic Priority: New and enhanced facilities - maximise and increase participation and use

Action	Timescale	Responsibility	Resources	Outcome
<p>Maximise use of new or refurbished facilities with effective re-launch promotions, programming and activities:</p> <p>20. Maintain quality of and review facility provision seeking to identify valued enhancement</p> <p>21. Increase the number of existing sport and leisure facilities (indoor and outdoor) that are fully accessible and inclusive to people with physical, learning and mental disabilities</p> <p>22. Improve access to Council owned facilities by community clubs achieving the Southwark baseline standard.</p>	<p>2015</p> <p>Quarterly performance targets</p>	<p>Lead by LBS Sport and Leisure Services and delivered in partnership with the leisure contractor and all other facility providers (London South Bank University, LBS Parks and Open Spaces etc.)</p>	<p>Existing budgets inc. Leisure management contract, income generation</p>	<p>Increase participation levels in new and refurbished facility stock annually</p>

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### Theme: Places and Promotion

Strategic Priority: Active transport - infrastructure development and use, encouraging walking and cycling

Action	Timescale	Responsibility	Resources	Outcome
<p>Help to deliver Active Transport Plan through PRO-ACTIVE Southwark:</p> <p>23. Work with the school community to encourage more children to travel to school sustainably.</p> <p>24. Work with businesses, employers and organisations to encourage more staff to travel sustainably</p> <p>25. Promote and encourage sustainable travel choices across activities of the partnership, including cycle training opportunities and affordable cycle hire/purchase schemes</p>	<p>Ongoing</p> <p>see Active Transport Plan</p>	<p>Lead by LBS Sustainable Transport and Road Safety Team, delivered in partnership with schools, <b>Children Youth and Young People Working Group</b>, LBS Local Economy Team etc.</p>	<p>LBS + various including TfL</p>	<p>Increase local people using active transport</p>

**Theme: Places and Promotion**

Strategic Priority: School sports facilities – enabling more community use of school facilities for physical activity and sport

Action 8	Timescale	Responsibility	Resources	Outcome
Develop community use agreements with more local schools 26. Deliver the actions in the Community Access Strategy 27. Review population growth estimates and identify school provision which will support wet and dry side shortfalls identified by Sport England Facilities Planning Model and local club and programme needs	Ongoing	Lead by LBS Sport and Leisure Services and delivered in partnership with <b>Children, Youth and Young People Working Group</b> <ul style="list-style-type: none"> <li>PACL, LBS, schools</li> </ul>	LBS Sport and Leisure Services, schools and income generation	Meet shortfall in Sport England's Facilities Planning Model

**Theme: Places and Promotion**

Strategic Priority: Active Environments – supporting guidance to address local planning needs

Action 9	Timescale	Responsibility	Resources	Outcome
28. Develop Planning guidance – using guidance to better promote 'Active Design' to developers to increase physical activity within buildings and in the outside environment (stair use, transport links, cycling facilities etc.)	Ongoing	Lead by Public Health in partnership with LBS Planning	Public Health, LBS Planning, LBS Sport and Leisure Services	Strong planning guidance to enhance active environments across the borough
29. Build on the work in Open Space Strategy identifying play spaces, to also map those on Council estates, identifying where gaps in provision for young children	October 2014	Lead by Public Health in partnership with LBS Planning	Public Health, LBS Planning, LBS Sport and Leisure Services	Identify additional potential local outdoor play opportunities for young people living on social housing estates
30. Target and utilise 'Planning Gain' through Community Infrastructure Levy (CIL) to enhance and maintain local physical activity provision	Ongoing	Lead by LBS Sport and Leisure Services in partnership with LBS Planning	LBS Sport and Leisure Services, LBS Planning, Public Health	Access to and benefit of CIL for physical activity and sport
31. Identify and work with an 'Active Design' champion developer to promote positive examples (e.g. developers working on current regeneration projects)	January 2014	Lead by Public Health in partnership with LBS Planning	Public Health, LBS Planning, LBS Sport and Leisure Services	Visible profile of 'Active Design' for Southwark to inspire further examples



## Foundation

### Theme: **People and Partnerships**

Strategic Priority: Co-ordination, support, addressing new opportunities and funding, performance monitoring and review

Action	Timescale	Responsibility	Resources	Outcome
32. The PRO-ACTIVE Southwark Strategic Steering Group will develop a sustainable, collaborative funding programme for the partnership to maximise emerging funding opportunities.	January 2014 Quarterly	PRO-ACTIVE Southwark Strategic Steering Group - cross partnership	Partnership in kind	Planned and coordinated funding submissions coordinated across the PRO-ACTIVE Southwark Partnership
33. Partnership coordination and sub groups targeted to Inactivity, CYYP, and Disability	January 2014 Quarterly	PRO-ACTIVE Southwark - cross partnership	Partnership in kind	All partnership groups administered and supported Membership of partnership groups is relevant and strong
34. Carry out quarterly monitoring and performance review of this Action Plan and report to PRO-ACTIVE Southwark and partners accordingly	April 2014 Quarterly thereafter	PRO-ACTIVE Southwark - cross partnership	LBS Sport and Leisure Services	Quarterly performance review of the Action Plan presented to PRO-ACTIVE Southwark Strategic Steering Group

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### Theme: **People and Partnerships**

Strategic Priority: Increasing the range and quality of marketing and communications of the Southwark offer

Action	Timescale	Responsibility	Resources	Outcome
35. The PRO-ACTIVE Southwark Strategic Steering Group will develop a communications plan that addresses the needs of target audiences - Inactive, CYYP, Disability, Women and Girls, Community Clubs and Volunteers	April 2014 Quarterly thereafter	PRO-ACTIVE Southwark Steering Group – cross partnership	LBS Communications and PRO-ACTIVE Southwark Partnership in kind	Strong and consistent communications messages to community and target audiences
36. Maintain and extend use of Get Active London portal across partnership alongside a clearly targeted Get Active Southwark marketing campaign	November 2013 Ongoing	Lead by LBS Sport and Leisure Services in partnership with PRO-ACTIVE Southwark, PRO-ACTIVE London, Southwark clubs, leisure providers	LBS Sport and Leisure Services	Portal enhanced with new provision and offers and maintained, increased use by both providers and residents, Get Active Southwark Action Plan

### Theme: **People and Partnerships**

Strategic Priority: Community workforce development – supporting volunteers, coaches and apprenticeships

Action	Timescale	Responsibility	Resources	Outcome
37. Scope local community workforce and their skills needs	November 2013 Yearly	PRO-ACTIVE Southwark – Lead LBS Sport and Leisure Services	PRO-ACTIVE Partnership funding bid and sponsorship	Sports Club Audit, updated skills audit and Workforce Development Plan
38. Support volunteer development through improved pathways to volunteering in sport or physical activity in the borough	June 2014 Ongoing	LBS Community Engagement and Community Voluntary Sector	LBS Community Engagement, PRO-ACTIVE Southwark, LBS Sport and Leisure Services, LBS Youth Services, LPESSN, London Youth, Millwall Community Scheme, CAS and CVS	Increased volunteering in physical activity and sport, measured via Sport England's Active People Survey (APS)
39. Improve the number and quality of coaches through the delivery of a PRO-ACTIVE Southwark coach development programme	April 2014 Ongoing	PRO-ACTIVE Southwark, PACL, NGBs, Clubs	Partnership in kind + PRO-ACTIVE Southwark, PACL Workforce Development Group, Coaching London, Sport and Leisure Services and NGBs - Income generation	Link to priorities in the Workforce Development Plan
40. Develop employment in sport through apprenticeships	April 2014 Ongoing	Apprenticeship accredited agencies including: LBS, Greenhouse Charity, LPESSN	Partnership in kind	Supportive apprenticeship environment through PRO-ACTIVE Southwark Partnership

<b>Item No.</b> 16.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Discretionary Housing Payments (DHP) Scheme and the Housing Revenue Account	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Housing Management	

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

The council has seen an increase in applications for discretionary housing payments (DHP) which has resulted in pressure being placed on the current DHP budget. The increase in the first four months of the current financial year compared to the same period in the 2012/2013 financial year is a 288% increase. Demand for DHP has arisen from the package of central government welfare reform measures being rolled out this year. In April 2013 the social sector size restriction was introduced, followed by the benefit cap in August in Southwark and finally, Universal Credit is due to commence in the autumn.

The Department for Communities and Local Government recently wrote to chief executives and directors of finance and housing in council's across England to inform them of the opportunity to apply to the Department of Communities and Local Government for permission to use the housing revenue account to supplement the payments of DHP to council tenants.

### **RECOMMENDATIONS**

1. To agree the provision of support to Local Authority tenants affected by reductions in Housing Benefit as a result of the social sector size criteria utilising funds from the Housing Revenue Account (HRA) in 2013/14 and 2014/2015 to supplement the existing Discretionary Housing Payments (DHP) fund.
2. To agree that the council should allow £1 million to be used from the HRA to provide financial support to those tenants of Southwark whose entitlement to Housing Benefit has been reduced as a result of the social sector size criteria and other welfare reform initiatives in 2013/2014
3. To agree that a further application is made for £1 million in the 2014/2015 financial year.

### **BACKGROUND INFORMATION**

4. The Welfare Reform Act 2012 introduced the Social Sector Size Restriction, more commonly known as the bedroom tax. This reduces Housing Benefit for claimants in accommodation which is larger than their needs by 14% for 1

bedroom over accommodated and 25% for accommodation with 2 or more bedrooms over accommodated.

5. The HRA has recently been reformed under legislation placing responsibility for its administration and decision making with the individual councils and communities which they serve.
6. The Department for Communities and Local Government wrote to Chief Executives of all 325 English councils on the 9th May 2013 to advise them that "Where a local housing authority wishes to make discretionary payments available to its own tenants through the HRA, the Department for Communities and Local Government (DCLG) is prepared, upon receipt of a written application, to issue a Direction under Item 9 Credit and Item 10 Debit, putting the matter beyond doubt for individual authorities".
7. An application to the Secretary of State of the Department of Communities and Local Government was submitted on the 14<sup>th</sup> August 2013, to allow Southwark to formally utilise funds within the HRA for this purpose.
8. The Secretary of State for the Department of Communities and Local Government granted a Direction of Approval allowing Southwark to use £1 million of funding from the housing revenue account for discretionary housing payment following this application and the approval is attached as Appendix 1.
9. The release of funds from the HRA to support the DHP fund will provide financial assistance and support to those Southwark tenants experiencing a reduction in Housing Benefit and/or arrears as a result of the imposition of the social sector size criteria. This assistance will take the form of discretionary payments to enable such tenants to exchange properties, seek help to manage their finances better and protect those who need to remain in their home due to disabilities and special adaptations to their dwelling. The addition of these funds to DHP will enable the council to protect the most vulnerable and help prevent inequality in the most deprived areas of Southwark.
10. The introduction of the welfare reforms will have a major financial impact on the HRA Self Financing Business Plan 2013 and beyond. The current tenants arrears as at the end of July 2013, shows that 60% of tenants who are under-occupying their homes are in rent arrears compared to 25% of these customers being in arrears before the size criteria was introduced on the 1<sup>st</sup> April 2013.
11. In addition, the new reforms are likely to lead to further adverse financial impacts on the HRA and other General Fund budget. With regard to the HRA, it is probable that additional costs will be incurred in the management of current tenants' arrears (due to increased recovery action and debt advisory/prevention services) and repairs to empty properties due to potential relocation by tenants to smaller properties to mitigate the effects of the size criteria. On the General Fund, there may also be an impact on temporary accommodation costs as a result of increasing homelessness. These additional costs will need to be funded by redirecting existing resources.
12. There is a strong value for money and financial case for the establishment of a specific DHP within the HRA. This will help avert the additional costs explained in the preceding paragraphs and does require a special application to the Secretary of State.

13. The provision of funding from HRA to support local authority tenants will reduce the strain on the government's allocation of DHP which totals £1.1 million for Southwark this year.
14. It is proposed that a DHP of £1million is established in the HRA for a time limited period for each of the 2013/14 and 2014/2015 financial years and this will be funded by redirecting existing resources in the approved HRA Revenue/Capital Budget for 2013/14 and 2014/2015. This will include vacancy controls, savings in operational costs but will avoid any adverse impact on the key capital investment programmes.
15. The financial position will be subject to continuous review through the existing corporate financial reporting framework to Cabinet.
16. The number of Southwark tenants affected by this reform is estimated to be 2,807 as at the end of July 2013, with an average weekly reduction in Housing Benefit of £20.00. The level of rent arrears may increase by £3.2 million as a direct result. Also a further 177 Southwark Council tenants will be affected by the Benefit Cap that will restrict all benefits paid to families to £26,000 per year.
17. The council has made use of its Discretionary Housing Payments (DHP) fund to assist all Social Sector tenants affected by this reform. To date in excess of 400 DHP awards have been made to Southwark tenants affected by the Social Sector Size Restriction. This has committed over £200,000.00.
18. As indicated earlier in this report, councils are able to make discretionary payments to tenants in cases of particular hardship however it is clear that the overall level of funding cannot on its own provide adequate levels of support for tenants trying to adjust to this change. The total reduction in Housing Benefit for this reform alone totals £3.2 million in Southwark. In addition the more DHP that is allocated to tenants affected by the size criteria will have the result of less money available to assist other tenants experiencing hardship as a result of welfare reform.
19. Therefore, it is expected that Local Authority tenants wishing to apply for DHP will also engage with the council to explore all options of payment support and/or the need to move to a more suitably sized property. The current DHP policy will be operated in light of this initiative and reflect that long term support for the shortfall will be provided for those who are most in need and who cannot move because of their adapted properties. It will also provide short term awards for those who do have the ability to move to alternative accommodation. The broad principles of the criteria for awards of DHP in respect of local authority tenants are as follows:
20. Tenants will only receive short term support of approximately 13 weeks to enable tenants to move through the SMART moves initiative, and obtain Financial Inclusion advice from the Homelessness and Housing Options service. This advice will include employment advice and support from the Job Centre Plus.
21. The award of a Discretionary Housing Payment is a short term measure that allows the service to consider the following solutions in the 13 week period:
  - Moving to smaller accommodation via the SMART move framework
  - Mutual Exchange
  - Lodging scheme to occupy spare rooms

- Employment and Training Opportunities
- Money Advice
- Affordable banking solutions via the Credit Union and moving away from Loan Sharks and pay day money lending with high interest

22. This is not a prescriptive list and each application will be considered on a case by case basis.

### **Aims**

23. The release of funds from the Housing Revenue Account (HRA) aims to support Southwark Council Housing tenants suffering hardship following the introduction of the social sector size criteria housing benefit reductions by supplementing the existing Discretionary Housing Payments (DHP) fund and process. The council aims to develop a support package through the use of funds from the HRA account to assist tenants through the transition from previous levels of Housing Benefit to the revised levels as a result of the introduction of the size criteria restrictions (14% reduction for one room over accommodated and 25% reduction for 2 or more rooms over accommodated).

### **Objectives**

24. The fund will complement and operate alongside the Government provided Discretionary Housing Payment Scheme (DHP) that provides Councils with ring-fenced annual funding to administer to vulnerable residents in receipt of housing benefit. For 2013/14 Southwark Council has received a DHP grant of £1.1m, to be used across all tenancy groupings.

25. The funding arrangements of the HRA will enable additional support to council tenants not only to keep vulnerable people in their properties by supporting the shortfall but perhaps more importantly to satisfy qualifying criteria that enables the tenant to seek more appropriately sized accommodation or supporting vulnerable tenants with a phased transition into paying rent shortfalls.

26. Applications will be subject to an income and expenditure assessment (including looking at levels of savings) as part of the assessment of entitlement to an award and the value and length of any award.

27. Whilst the policy will not be prescriptive in terms of its use and all cases will be considered on their merits, the key priorities in the use of the HRA fund can be summarised as follows:

28. Tenants living in properties specifically adapted due to a disability will be awarded the full shortfall due to the social sector size criteria.

29. Tenants in arrears will be assisted through the fund in order to facilitate a move to more suitably sized accommodation.

30. If there is a shortfall in rent payments which is expected to last for only a short time pending a change in circumstances, in such cases, the council will be expected to agree a rent payment schedule that recognises the imminent reinstatement of full Housing Benefit. This recognises that some tenants will be under-occupying a property for only a short time until, for example, a baby is born, a child reaches a significant birthday or a tenant reaches pension-age.

31. The release of funds from the HRA will operate in line with the existing DHP policy and awards are to be made to applicants irrespective of age, disability, gender re-assignment, race, religion or belief, sex and sexual orientation, marital status or whether the claimant is pregnant. The defining factor for an award is a shortfall between contractual rent and Housing Benefit entitlement as a result of the size criteria and the inability to meet the shortfall from income levels. All applicants must be in receipt of some Housing Benefit to qualify.
32. For tenants with disabilities who rent a property that has been significantly adapted the full reduction in Housing Benefit will be met through a payment from the funds released from HRA. The primary reasoning behind this is that the practicality and overall cost of moving tenants from a specifically adapted property to a smaller property which would also need to be specially adapted is not a cost effective option, not to mention the hardship and disruption that would be caused to those severely disabled adults as a result. Each case will be considered on its merits and other housing options explored where appropriate.
33. Failure to assist those tenants in the most need will lead to a substantial increase in Local Authority rent arrears. Current analysis indicates that 2,807 Southwark Local Authority tenants continue to be affected by the size criteria with a potential loss of £60,760 Housing Benefit/rent per week. This equates to an annual loss of £3,159,520.00

#### **Policy implications**

34. Most of the recommendations are providing further definition and clarification to existing policy. There are no proposed policy changes to the existing Discretionary Housing Payment policy. DHP is discretionary and DWP guidance allows local authorities to work within guidelines to meet local needs and priorities and our policy has provision for this.
35. The recommendations are in line with the council's "Fairer Future Principles" and in particular seek to ensure that the council is open, honest and accountable.
36. The drivers for these changes are the Welfare Reform Act 2012.

#### **Community impact statement**

37. The responsibility for the changes in legislation lies with central Government. The Government has produced an equality impact assessment to support the introduction of these changes.
38. However, within equality characteristics certain groups may be adversely affected by the Government legislation changes. Penalties for under-occupation will affect disabled people living in significantly adapted accommodation – including any adaptations made for disabled children.
39. Similarly, people with disabilities who need to use a spare bedroom for storage of medical equipment will be subject to the penalty. The release of these funds to supplement DHP funds recognises and addresses the needs of these particular groups. It will target support within these areas and will continue to monitor the impact on them.
40. Council tenants who were under-occupying a council owned property as at June 2013 live in the following areas: Brunswick Park 144 tenants, Camberwell Green

228 tenants, Cathedrals 94 tenants, Chaucer 178 tenants, College 115 tenants, East Dulwich 43 tenants, East Walworth 140 tenants, Faraday 199 tenants, Grange 120 tenants, Livesey 249 tenants, Newington 263 tenants, Nunhead 106 tenants, Peckham 232 tenants, Peckham Rye 72 tenants, Riverside 171 tenants, Rotherhithe 160 tenants, South Bermondsey 140 tenants, South Camberwell 135 tenants, Surrey Docks 44 tenants, The Lane 167 tenants, and the Village 38 tenants. Therefore all electoral wards in Southwark have tenants that are affected by the change in the social size criteria and housing benefit reductions. This is the full quantum of people affected by the bedroom tax at the time of writing although this picture changes day to day.

### **Resource implications**

41. The administration of the HRA contribution to the DHP budget can be undertaken within existing officer and IT resource.

### **Consultation**

42. No consultation has taken place with tenants, residents, community groups, or stakeholders.

### **Implementation**

43. The HRA contribution to the DHP budget can be implemented immediately as approval has been granted by the Secretary of state for the Department of Communities and Local Government.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Legal Services**

44. The Discretionary Financial Assistance Regulations 2001, as amended, provide local authorities with the power and framework to make discretionary payments to benefit recipients that need further financial assistance.
45. The accounting framework applicable to the HRA is set out in the Local Government and Housing Act 1989. As it is proposed to use HRA funds to support the DHP fund and there is no express provision in the legislation relating to the funding of DHP's from the HRA, it will therefore be prudent to obtain Secretary of State consent as recommended in this report.

### **Strategic Director of Finance and Corporate Services**

46. The report sets out the potential volumes and HB reductions for tenants arising from these changes and the indicative budget impact. Activity analysis for the first two months of 2013/14 shows a caseload of 500, of which 304 have been accepted at a cost of £177k. Extrapolation of these figures gives rise to a full-year cost of £1.065m, but this takes no account of accepted cases that remain eligible for assistance after the initial 13 week period has lapsed and therefore the commitment is likely to be greater than that shown.
47. The council's DHP allocation for 2013/14 is £1,120m plus £166k towards the administrative costs arising from the introduction of welfare reform, all of which is in the general fund. Given the impending government spending review, there can



be no certainty over the continued level of central government support for DHP going forward.

48. It is recognised that these reforms and the wider economic conditions are having a detrimental effect on people's income and their ability to pay their rent and charges to the council. There is clearly a case to be made that the wider application of DHP (funded through the HRA) and targeted at those in most severe need would also help mitigate the budget impact by reducing arrears and avoiding evictions and any subsequent re-housing liability under the council's homeless duty.
49. In the context of the wider HRA, one of the key underlying principles of self-financing was the continued adherence to formula rent policy, the premise being that surpluses generated over the life of the 30 year business plan would be sufficient to meet the investment needs of the housing stock over that period. Deviating from the rent policy would have serious long-term financial implications for the sustainability of the business plan and the council's ability to deliver the investment required in the stock.
50. Furthermore, around 59% of tenants are currently in receipt of HB, therefore the effect of mitigating the formula rent increase would proportionally be of greater benefit to the exchequer rather than to tenants directly and would be to the long-term detriment of service delivery and the provision of good quality and affordable housing in the future.
51. At this stage it is not possible to accurately assess the full cost to the council of implementing the welfare reforms, but this measure is expected to reduce the cost pressure to some extent and assist residents manage the changes. Cabinet approved the 2013/14 HRA budget in January 2013 and made prudent provision in the base for the potential impact of the welfare reforms (and direct payment) on the council's HRA income stream. It was not envisaged at that point that this freedom would become available, but subject to Secretary of State approval, resources could now be top-sliced for this purpose.

#### **BACKGROUND DOCUMENTS.**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
None		

#### **APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix 1	Department of Communities and Local Government Direction of Approval – Item 9 Credit and 10 Debit Direction Discretionary Housing Payments scheme and the Housing Revenue Account

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Housing Management	
<b>Lead Officer</b>	Gerri Scott, Strategic Director of Housing and Community Services	
<b>Report Author</b>	Ian Swift, Service Group Manager Housing Options & Homelessness	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	5 September 2013	



Department for  
Communities and  
Local Government

Ian Swift  
Group Service Manager for Homelessness  
and Housing Options  
London Borough of Southwark  
25-27 Bournemouth Road  
London  
SE15 4UJ

Our Ref:  
Your Ref:

29 August 2013

Dear Ian Swift,

**Discretionary Housing Payments**

Thank you for your letter of 14 August 29013 requesting a Direction under the powers conferred by section 87 of and item 9 of Part I and item 10 Part II of Schedule 4 to the Local Government and Housing Act 1989.

I attach a draft direction under the Item 9 Credit and Item 10 Debit permitting the transfer of resources between the HRA and the General Fund for the purposes of making Discretionary Housing Payments to tenants living in the council's own housing stock, particularly where those tenants are adversely affected by the removal of the Spare Room Subsidy pursuant to regulation B13 of the Housing Benefit Regulations 2006 (as amended).

I should be grateful if you would confirm in writing that the council is content with the wording of the draft direction and I shall arrange for a final direction to be issued accordingly. The final direction will apply for the current financial year only, but the Department intends to review the effectiveness of the measure at the end of the year and will look sympathetically at applications to extend the direction in due course.

Yours sincerely,

**Cynthia Brathwaite**



Department for  
Communities and  
Local Government

## The Draft Item 9 Credit and Item 10 Debit (London Borough of Southwark) Direction 2013

The Secretary of State in respect of Southwark Council, in exercise of the powers conferred by section 87 of and item 9 of Part I and item 10 Part II of Schedule 4 to the Local Government and Housing Act 1989 and after consulting such representatives of local government and relevant professional bodies as appear to be appropriate, hereby makes the following direction:

### Citation, commencement and interpretation

1. This direction may be cited as the Item 9 Credit and Item 10 Debit (Southwark) Direction 2013 - 2014. It has effect from 1 April 2013 to 31 March 2014.
2. In this Direction :
  - 2.1 the “authority” means Southwark Council;
  - 2.2 “DHP” means discretionary housing payments made by the authority pursuant to section 69 of the Child Support, Pensions and Social Security Act 2000;
  - 2.3 “secure tenant” shall have the same meaning as under Part IV of the Housing Act 1985;
  - 2.4 “introductory tenancy” shall have the same meaning as in Chapter I of Part V of the Housing Act 1996;
  - 2.5 “non secure tenancies” shall have the same meaning as in Schedule 1 of the Housing Act 1985
  - 2.6 “formula rent calculation” means the calculation of the formula rent set out in the Commentary on the Formula, Guideline and

Limit Rent<sup>1</sup> which accompanied the Housing Revenue Account Self Financing Determinations issued February 2012;

- 2.7 "HRA" means the housing revenue account as defined by Part VI of the Local Government and Housing Act 1989;

Direction

### **3. Item 9 Credit**

The authority shall carry to the HRA from the General Fund such sums it considers appropriate as repayment of sums debited from the HRA to meet DHP.

### **4. Item 10 Debit**

The authority shall carry from the HRA to the credit of the General Fund such sums the authority has paid as DHP to secure tenants, non secure tenants and tenants under an introductory tenancy of the authority as the authority considers appropriate, provided the payments of the DHP meet the following conditions:

- 4.1 the rent payable by secure tenants, non secure tenants and introductory tenants in receipt of the DHP has been calculated in accordance with the principles set out in the formula rent calculation;
- 4.2 the total amount carried from the HRA shall not exceed 1.5 times the amount of grant paid to the authority for the purpose of making payments of DHP pursuant to an order made under section 70 of the Child Support, Pensions and Social Security Act 2000.

**Jane Todorovic**  
for and on behalf of the Secretary of State

September 2013

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<sup>1</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/6258/20777571.xls](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6258/20777571.xls)

<b>Item No.</b> 17.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Revenue monitoring report for Quarter 1, 2013/14, including Treasury Management	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Richard Livingstone, Finance, Resources and Community Safety	

## **FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY**

This report sets out the council's performance for its revenue budgets for the first three months of the financial year.

Compared to previous years, departmental forecast variances against the general fund budget are very small, and well within the tolerance afforded by the reduced contingency budget. The report sets out details for each department. The Housing Revenue Budget is showing a forecast net budget variance of zero.

I would like to thank departments for this sterling work to keep budgets under tight control in these times of constrained finances.

## **RECOMMENDATIONS**

1. That the cabinet notes:
  - the general fund outturn forecast for 2013/14 and forecast net movement in reserves by department;
  - the housing revenue account's (HRA) forecast outturn for 2013/14 and resulting forecast movement in reserves;
  - the treasury management activity for the first quarter of 2013/14.
2. That the cabinet notes the forecast performance for the collection of council tax.
3. That the cabinet notes the forecast performance for the collection of business rates and the risks associated with the Business Rate Retention Scheme
4. The cabinet approves the general fund budget movements that exceed £250k, as shown in Appendix A.

## **BACKGROUND INFORMATION**

5. The purpose of this report is to provide a forecast for the end of the financial year 2013/14, using predictions based on the experience to date and knowledge as at the end of quarter one (June 2013). Work continues throughout the council to ensure that a balanced position is achieved by the end of the year.

6. The council agreed a balanced general fund budget of £327.8m on 27 February 2013 based on a nil council tax increase, and £6.3m use of reserves, giving a budget of £334.1m. This budget was set in the context of further significant overall cuts in government funding and the identification of some 25% savings proposals over the three years from 2011/12 to 2013/14 to mitigate against the reduction in resources and to continue to fund the council's commitments in terms of services provided.
7. The council also approved budget decisions including reductions of some £25m within general fund for 2013/14. Performance on achieving these savings is closely monitored and details are provided in paragraphs 50 to 52 below.
8. The Council Plan placed local needs and accountability as the drivers of performance improvement, and in an environment of significantly reduced funding, the council has to change in fundamental ways. There are a number of transformation projects underway, and work continues to identify further ways of transforming the delivery of services. These transformation or invest to save projects may be funded from on-going positive variances or previously created earmarked reserves which were established to pump prime initiatives.

#### Housing revenue account

9. Cabinet set tenants' rents and service charges on 29 January 2013 in line with the government's prescribed formula. The budget included a £6m savings target for 2013/14. The starting point of this process was to listen to residents' concerns about the services they wish to protect, and identify the potential for better value for money and more efficient ways of working.

### KEY ISSUES FOR CONSIDERATION

#### Current forecast position: General fund

10. Table 1 below shows the current forecast outturn position for quarter one (as at 30 June 2013) by department. These estimates are based on three months' experience and there will continue to be stringent management action by all strategic directors to ensure that they deliver their services within budget as agreed through the policy and resources strategy in February 2013 by council assembly. Progress for each department is shown in paragraphs 14 to 398 below.

**Table 1: General fund forecast outturn position for 2013/14 as at Q1**

General fund	2013/14 Original budget £'000	Budget movement £'000	2013/14 expected movement from/(to) reserves £'000	2013/14 revised budget £'000	2013/14 forecast spend £'000	Variance £'000
Children's and adults services	214,342	0	0	214,342	214,342	0
Environment and leisure	69,386	0	1,948	71,334	71,357	23
Housing and community services	36,524	1,957	283	38,764	38,764	0

General fund	2013/14 Original budget £'000	Budget movement £'000	2013/14 expected movement from/(to) reserves £'000	2013/14 revised budget £'000	2013/14 forecast spend £'000	Variance £'000
Chief executive's department	20,566	47	115	20,728	20,750	22
Finance and corporate services	46,181	(2,004)	337	44,514	44,549	35
Support cost recharges	(57,956)	0	0	(57,956)	(57,956)	0
Contingency	5,000	0	0	5,000	0	(5,000)
<b>Total general fund services</b>	<b>334,043</b>	<b>0</b>	<b>2,683</b>	<b>336,726</b>	<b>331,806</b>	<b>(4,920)</b>
Planned appropriations from reserves	(6,271)	0	0	(6,271)	(6,271)	0
<b>General fund total</b>	<b>327,772</b>	<b>0</b>	<b>2,683</b>	<b>330,455</b>	<b>325,535</b>	<b>(4,920)</b>

**Note:** Explanations of budget movements exceeding £250k are provided in Appendix A.

11. The general fund forecast includes estimates of one off re-organisation and redundancy costs that the council expects to incur as it continues to put into action plans necessary to deliver the ongoing savings identified within the budget. As reported in the 2012/13 revenue outturn report, the council was able to contribute the £5.5m contingency to reserves. This will be used as the first call for supporting the 2013/14 revenue budget which includes a planned £6.3m contribution from reserves.
12. As shown in Table 1, within services there is a forecast adverse variance of £80k based on the limited information available by the end of June. This takes account of expected movements to and from reserves in relation to services and availability of the contingency budget of £5m.
13. The budget movements reported in Table 1 are detailed further in Appendix A.

#### **Children's & adults services**

14. Children's and adults' services are forecasting an overall balanced budget of £214.3m for 2013/14. This will require use of earmarked reserves and management action to mitigate significant financial pressures.
15. As previously reported, children's social care agency fostering increased during 2012/13. Although this has stabilised during the first quarter of 2013/14 no additional budget had been identified to meet this growth.
16. Since April 2013 a further 9 children have been placed in residential care, bringing the total to 44. Whilst every effort is made to ensure these placements are essential and represent best value, the cost per child is significant.
17. The volume of children in families which have no recourse to public funds has also continued to increase and represents a significant cost to the department. This, alongside the demands outlined above means that the budget continues to be under pressure.



18. Management action is being taken to address this, including refreshing the adoption strategy, undertaking a foster carer recruitment campaign, reviewing residential placements and a restructure of the no recourse to public funds teams to include housing, anti-fraud and UK Border Agency expertise. As well as management action the children's social care placement reserve will be used to contain pressure in year.
19. Adult social care anticipates a favourable budget variance, arising from the Department of Health transformation grants which have been rolled forward from prior years. These one-off monies were being held as contingency against demand pressures, including the impact of personal budgets. These pressures are currently being managed through a series of modernisation initiatives and investment continues to improve quality.
20. Education and Strategy, Commissioning and Business Improvement Directorates are anticipating a balanced budget overall.

### **Schools budget**

21. In 2013/14 the Dedicated Schools Grant (DSG) is £196m. It is anticipated that £2m of this grant will be retained in balances as the allocation this year included one-off funding to support the development of eligible two year old places. It is anticipated this will not be fully spent and therefore needs to be rolled forward into future years whilst capacity to deliver this new offer continues to grow.

### **Environment and leisure**

22. The environment and leisure department is projecting a small adverse variance of £23k for the year, mainly due to a delay in the reorganisation of the wardens and enforcement service. Although there are a number of pressures in the department, these are being closely monitored to ensure they are contained within existing budgets.
23. Most of the savings proposed for this financial year have already been implemented. Divisions will continue to seek improvements in business/operational processes in order to achieve further cost reductions. These changes will be monitored to ensure service delivery meets expectations.
24. There is also a significant contribution from reserves of £1.95m in respect of the smoothing of the waste PFI unitary charge. This contribution from reserves relates to the longer term (25 year) life cycle cost of the project.

### **Housing and community services (H&CS)**

25. Housing and community services are forecasting an adverse variance of £283k at quarter one. This comprises of an indicative sum for redundancy (£200k) arising from the recent review of the sheltered accommodation service and the cost of staging the council's 'Armed Forces Day' event (£83k).
26. It is currently assumed these costs will be met from corporate reserves, unless they can be contained within the total resources available to H&CS. Additionally there are a number of known and potential financial risks, such as the impact of welfare reforms, provision of temporary accommodation and the transfer of the customer service centre in-house.

27. On 1 June 2013 the General Dynamics Information Technology (GDIT) contract ceased and delivery of the customer service centre successfully came in-house. This provides the opportunity to reconfigure and improve customer access and service delivery and drive out substantial savings over the medium-term through operational efficiencies and moving towards more cost effective transaction routes. Transition costs relating to the development and implementation of the new Customer Relationship Manager (CRM) software, telephony and infrastructure upgrades are held separately from the operating account and met from corporate resources. The 2013/14 base budget has been reduced by £3m reflecting the full-year saving generated by bringing the service in-house.
28. Some budgetary pressures are expected in the short-term as there are residual contractual costs for the first two months of 2013/14 and legacy systems/ change management commitments, which will fall out over time. Conversely, the phased recruitment of staff to the call centre is likely to realise some compensatory savings. This forecast is based on a number of assumptions and whilst management is committed to delivering a balanced budget within the prevailing constraints, the forecast should be viewed with caution at this point.
29. By far the greatest financial risk is around temporary accommodation. Whilst Southwark is recognised as a leader in homeless prevention, it is simultaneously facing challenges through increased homeless demand and a serious contraction on the supply side. This is particularly acute on housing association leasing schemes as registered providers struggle to maintain the financial viability of schemes, exacerbated by the impact of the bedroom tax and wider welfare reforms.
30. In addition, the gradual decline in the use of estate voids (in the housing revenue account) is expected to accelerate over the coming months as vacant possession is sought during the early phases of the Aylesbury estate regeneration programme. This is particularly problematic and will adversely impact the general fund budget as the need to use bed and breakfast will inevitably increase. To some extent this was anticipated and £1.23m was approved as part of the 2013/14 budget to mitigate the effects. Based on activity over the first quarter, the budget will be re-aligned to target the areas of greatest demand but this represents a budget risk moving forward.

#### **Chief executive's department**

31. Chief executive's department is reporting a forecast outturn of £20.75m against an overall budget of £20.73m at quarter one, resulting in a small adverse variance of £22k. This takes into account the 2013/14 base budget savings of £520k for the department, which are projected to be fully achieved.
32. The department is expecting to draw down £115k from the regeneration reserve to fund a campaign to oppose the proposed route of the Thames tunnel project in Southwark. There are also some expected contributions to reserves contained within the base budget to fund on-going schemes and initiatives as part of the council's overriding modernisation.
33. The budget will continue to be closely monitored during the year to identify areas of potential savings and also address any emerging budget pressures.

### Finance and corporate services

34. Finance and corporate services has forecast expenditure of £44.54m against a budget of £44.51m, leaving a small adverse variance of £35k.
35. The department is undergoing a fundamental restructure including further reviews of the provision of IT services, further re-organisations of staffing structures across the finance and legal services.
36. This forecast includes a contribution from reserves of £337k for rent equalisation at Queens Road offices. This technical accounting adjustment re-profiles rent payable to an average rent over a fixed term, taking into account an initial rent free period.
37. The 2013/14 base budget savings of £3.8m for the department are projected to be fully achieved. Where individual schemes do not deliver full savings substitute options will be identified to ensure the overall target is achieved.

### Public health

38. From 1 April 2013 the council has new responsibilities for Public Health activities. These are funded through a £21.8m ring fenced grant from the Department of Health. It is anticipated that the grant will be fully spent during 2013/14.

### Contingency

39. The 2013/14 budget includes £5m for contingency. This budget is held to meet unforeseen costs that may arise during the year within departments that strategic directors are unable to contain. At this early stage in the financial year there are no significant pressures identified against this contingency budget.
40. In the event that contingency is not fully required any surplus will be used to contribute to the general fund budget for 2014/15. There is a current assumption of £6.2m contribution from reserves in the 2014/15 budget and this funding would be the first call to support that requirement.

### Housing revenue account (HRA)

41. Table 2 below shows the current forecast outturn position for quarter one (as at 30 June 2013). The forecast outturn is on budget across the services, incorporating planned contributions to reserves.

**Table 2: HRA forecast outturn position for 2013/14 as at Q1**

Services	Net Expenditure		
	Full Year Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Operations	(173,848)	(174,117)	(269)
Maintenance & Compliance	46,820	47,487	667
Major Works	1,606	1,606	0
Specialist Housing Services	(37,326)	(37,647)	(321)
Strategic & Corporate Services	129,173	129,173	0
Customer Experience	1,873	1,873	0

Services	Net Expenditure		
	Full Year Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Community Engagement	2,129	2,097	(32)
Chief Executives	1,173	1,086	(87)
Heating Account	12,198	12,198	0
Direct Revenue Funding of Capital	12,727	12,727	0
Appropriations to reserves	3,475	3,517	42
<b>Total HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>

42. Pressure to spend on landlord responsibilities for the maintenance and improvement of the housing stock is unrelenting. More robust contract management and control of high volume, high value budgets, such as repairs, engineering and heating continue to deliver greater value for money to mitigate the demand/cost pressure. Key risks are outlined below.
43. Rent collection performance at week 13 is 98.67% for mainstream tenanted stock. Whilst this is below the budget target, it is an improvement over last year and shows resilience despite the generally weak economic conditions and the impact of the bedroom tax and DWP direct payment pilot. However, risks remain in terms of income collection as the impact of the welfare reforms unwind.
44. The need for temporary/emergency re-housing of secure tenants is an operational necessity. Demand can be volatile and has exceeded the budget target in recent years. This is recognised as a risk and new case management arrangements are in place to ensure improved service delivery to residents and to minimise the cost impact going forward.
45. Disrepair caseload remains a persistent problem and is extremely resource intensive with the costs of administration and compensation forecast to exceed budget. This remains a key management priority and good progress is being made in resolving old cases and managing new caseload which is experiencing some upwards pressure. The aim remains to eliminate claims arising in the first instance through an improved repairs service.
46. Capital service charge billing is linked to the Housing Investment Programme (HIP) and delivery of the works programme each year. Any variations from the anticipated spend or recovery rate will impact on the revenue income assumptions built into the base budget. Whilst the forecast is neutral at Q1, expectations are that this will exceed target (£6.5m) for the year, based on the value of billing during 2012/13.
47. Estimated billing for revenue service charges is currently forecast on target at £15.8m. Combined collection performance for capital and revenue service charges at quarter one is currently slightly above target at £7.1m (including Major Works loans), against the full year cash target of £23.5m.
48. The ring-fenced nature of the HRA requires that deficits/surpluses are carried forward between years. Reserves have been below the optimum level commensurate with the size of Southwark's combined revenue and capital programmes and represent a financial risk. In line with the medium term resource strategy (MTRS), the council has been seeking to achieve that balance through

planned contributions from revenue.

49. At 31 March 2013 reserves increased by £4.3m to £31.8m, of which around 80% are committed. This represents good progress towards restoring balances to a more prudent and sustainable level in order to mitigate future risks, fulfil future commitments already made and enable the transformation and modernisation of services going forward. An estimated £3.5m will be contributed in the current year, in line with expectations.

**Implementation of the 2013/14 budget decisions including agreed budget reductions, savings and efficiencies**

50. The council identified £31m budget reductions, including savings and efficiencies for the general fund and housing revenue accounts as part of the 2013/14 budgets. At quarter one, there is a projected savings shortfall of £700k, as shown in Table 3.

**Table 3: Forecast projection of savings agreed for 2013/14 as at Quarter 1**

<b>Departments</b>	<b>Budgeted 2013/14 savings</b>	<b>Forecast full year 2013/14 savings</b>	<b>Compensating / other savings in 2013/14</b>	<b>Variance</b>
	£'000	£'000	£'000	£'000
Children's Services	(7,645)	(7,645)		0
Adult Social Care	(7,745)	(7,045)	(700)	0
Environment and Leisure	(2,675)	(2,675)		0
Housing Services	(490)	(490)		0
Finance & Corporate Services	(3,767)	(3,767)		0
Chief Executive	(520)	(520)		0
Corporate	(2,000)	(2,000)		0
<b>Total General Fund</b>	<b>(24,842)</b>	<b>(24,142)</b>	<b>(700)</b>	<b>0</b>
HRA	(6,033)	(6,033)		0
<b>Total Savings</b>	<b>(30,875)</b>	<b>(30,175)</b>	<b>(700)</b>	<b>0</b>

Note: Details of the council savings plans can be found in the policy and resources report to Cabinet (12 February 2013)

51. As shown in the table above, the compensating or other savings have been identified meaning that the total value of savings agreed by the council in setting the 2013/14 budget are still forecast to be achieved.
52. There is a £700k variance in adult social care services, which relates to the risk that savings expected from the service redesign of arrangements with South London & Maudsley Trust (SLaM), reviewing the adult social care role within mental health services in partnership with other Boroughs and considering options as to how this should be managed, will not be delivered. It is expected that this shortfall can be met through compensating savings achieved through various management initiatives.

## **Reserves**

53. The council retains a level of earmarked reserves and these are reported each year within the annual statement of accounts. These reserves are maintained to fund;
- 'invest to save' opportunities, which form part of the modernisation agenda and are expected to deliver future ongoing revenue savings.
  - investment in regeneration and development where spend may be subject to unpredictable market and other factors.
  - exceptional items/pressures which are difficult to predict and that are not included in revenue budgets or within the capital programme.
54. Where a department identifies a need for additional funding there is a robust process for seeking support from reserves. The department must demonstrate that they are unable to contain the identified additional pressure within their existing budget. Cabinet will be asked to approve this funding support where the amount is £250k or above.
55. As the year progresses, departments will naturally be better placed to more accurately forecast their outturn position. Any unfavourable variances will be offset by favourable ones at departmental level before the need to call on reserves.
56. The budget approved by council for 2013/14 included a planned release of reserve of £6.3m. This call on reserves provided some flexibility in terms of budget setting and the profile of savings that the council identified in the Policy and Resources Strategy 2011-14. It is assumed that this call on reserves will have to be made in full.

## **Business Rates Retention Scheme**

57. Localisation of business rates represents a change to the funding regime for local authorities for 2013/14 and beyond. Under this new funding regime actual retained business rates income will be dependent on the assessed rateable values, effect of appeals and collection rates within the borough.
58. As with any change of this significance there is uncertainty over the operation of the business rate retention scheme. This presents significant risk to the council but also some opportunity in the event of an increase in business rate yield that surpasses government targets. Any uncollected business rates, or unfavourable variation from government estimates of rateable values, will impact directly on council resource available and therefore on resources available to fund and to provide services.
59. The business rates retention scheme will include a safety net at 7.5% to protect local authorities from significant reductions in collectable rates. This means that shortfalls from 0.1% to 7.5% will not be protected and will have to be borne by the council.

Business rates monitor

60. The collection rate on business rates is being tracked closely in relation to the council's ability to retain 30% of amounts collected. Previous years collection and trends are modelled together with intelligence on changes to the net collectable amount through new builds and deletions.
61. Socio economic factors are considered taking into account national issues such as businesses hit by the recession. The council continues to meet with the valuation office agency on a regular basis to understand their approach to managing appeals, although limited information is forthcoming and delays are commonplace (the Shard being an example of outstanding valuation - restaurants have taken some time to get into rating).
62. There are many factors that can affect the levels of collection and the council has sought specialist advice to help determine likely volumes of income from retained business rates. The complexities of projecting the year end position and future years budgetary income have been highlighted by the advisors who continue to work with us to determine reasonable estimates.
63. Part of the Financial Risk Reserve has been set aside to help protect the council from the risks inherent in the new funding system and especially risks underlying business rate retention.
64. At quarter one it is too early to determine whether a call against the financial risk reserve will be required. It is anticipated that a better forecast will be available when reporting to cabinet at quarter two. In addition, a report on the Council Tax and Business Rate collection service will be brought to cabinet in the future to demonstrate performance since the service was brought in-house.

Council Tax monitor

65. Council Tax cash collection is performing well when compared to quarter 1 figures from the last year financial. This is partly due to the changes agreed by the Cabinet relating to the discounts and exemptions pertaining to empty properties. It is therefore anticipated despite the additional £2.8m requirement from the 10% reduction in central government support for the Council Tax reduction scheme that at this stage the Council will meet the collection fund target for the year. The service is actively pursuing non payment of Council Tax and is working proactively to assist customers in genuine need of support.

**Treasury management**

66. Treasury management covers both cash holdings and debt. The cash is invested and applied to spending throughout the year as needed and the investments themselves are managed in-house operation and through two investment companies; Aberdeen Asset Managers and AllianceBernstein.
67. Capital preservation and liquidity remain priorities. The balance is held in deposits and short term money market securities with major high rated banks and building societies and in bonds and bills issued by the UK government or supranational entities such as the European Investment Bank or the International Bank for Reconstruction and Development (the "World Bank").

68. Over the quarter the sums invested averaged £238m and the sum held with each institution as at 30 June 2013 is set out in table 4 below. The investments will be liquidated as needed to meet spending over the course of the year.
69. The average part year return over the quarter was 0.12%, reflecting low UK base rates (0.50%, equivalent to 0.13% over the quarter) and the stimulatory monetary policies which central banks here and abroad still have in place. The balance on deposit with major banks and building societies and in bonds is set out in table 4 below.

**Table 4: Counterparty exposure and ratings**

EXPOSURE - 30 JUNE 2013 COUNTERPARTY AND RATINGS									
COUNTERPARTY	Exposure £m				FUND			Fitch Ratings	
	Aberdeen	Alliance Bernstein	In-House	£m	Long	Short	Sup- port	Sovereign	Sovereign Rating
NORDEA BANK FINLAND	3.8	-	-	3.8	AA-	F1+	1	FINLAND	AAA
CREDIT INDUSTRIEL ET COMMERCIAL	3.5	-	-	3.5	A+	F1+	1	FRANCE	AAA
SOCIETE GENERALE	-	1.0	-	1.0	A+	F1+	1	FRANCE	AAA
BANQUE NATIONAL DE PARIS	3.5	1.0	10.0	14.5	A+	F1+	1	FRANCE	AAA
DEUTSCHE BANK	-	1.0	-	1.0	A+	F1+	1	GERMANY	AAA
GLOBAL TREAS FUNDS-MVF	-	-	10.0	10.0	Money	AAA		GLOBAL	Money Fund
ABNAMRO BANK	3.5	1.0	-	4.5	A+	F1+	1	NETHERLANDS	AAA
ING BK	3.4	1.0	15.0	19.4	A+	F1+	1	NETHERLANDS	AAA
RABOBANK	-	1.0	-	1.0	AA	F1+	1	NETHERLANDS	AAA
DNB BANK (DEN NORSKE BANK)	3.5	-	-	3.5	A+	F1	1	NORWAY	AAA
EUROPEAN INVESTMENT BANK	7.0	6.5	-	13.5	AAA	F1+		SUPFRANATIONAL	AAA
INTERNATIONAL BK RECONST DEVT	3.5	6.8	-	10.3	AAA	F1+		SUPFRANATIONAL	AAA
SVENSKA HANDELSBANKEN	3.1	-	-	3.1	AA-	F1+	1	SWEDEN	AAA
SKANDINAVISKA ENSKILDA BANKEN	3.5	1.0	-	4.5	A+	F1	1	SWEDEN	AAA
CREDIT SUISSE	-	1.1	-	1.1	A	F1	1	SWITZERLAND	AAA
UBS	3.5	-	-	3.5	A	F1	1	SWITZERLAND	AAA
BARCLAYS BANK	5.0	1.0	15.0	21.0	A	F1	1	UK	AA+
LLOYDS TSB/BANK OF SCOTLAND	-	-	15.0	15.0	A	F1	1	UK	AA+
NATIONWIDE BUILDING SOCIETY	3.3	1.0	5.0	9.3	A+	F1	1	UK	AA+
RBS/NATWEST	-	-	75.0	75.0	A	F1	1	UK	AA+
UK TREASURY	-	26.8	-	26.8	AA+	F1+		UK	AA+
BNY MELLON	0.2	0.1	-	0.3	AA-	F1+	1	US	AAA
Total £m	50.3	50.3	145.0	245.6					

70. In April 2013 Fitch Ratings became the second rating agency to lower UK's sovereign rating by one notch. The sovereign is now rated AA+ by Fitch and Aa1 by Moody's. Standard & Poors UK rating remains at AAA. The downgrade had no material impact on gilt yields (the rate at which the UK can borrow at from the bond markets).
71. During the quarter financial markets have become sensitive to developments in the United States and the timing of any slowdown in stimulus as its economy improves. This has led to volatility in sovereign bond yields, both here in the UK and overseas. However, yields do still remain close to historical lows.
72. The debt outstanding to fund past capital expenditure from the Public Works Loans Board (a local authority lending arm of the UK Treasury) is disaggregated between the HRA and the General Fund.



73. As at the end of this quarter the HRA share stands at £451m and the general fund at £106.5m. During the quarter £2.5m general fund debt matured and will be met from the minimum revenue provision that the council sets aside each year to reduce debt. No HRA debt falls for maturity until 2015 and as there is no requirement within the HRA to make minimum revenue payments, the maturities will need refinancing by their due date.

### Community impact statement

74. This report monitors expenditure on council services, compared to the planned budget agreed in February 2013. Although this report has been judged to have nil or a very small impact on local people and communities, the projected expenditure it is reporting reflects plans designed to have an impact on local people and communities. Community impact was considered at the time the services and programmes were agreed. It is important that resources are efficiently and effectively utilised to support the council's policies and objectives.

### BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

### APPENDICES

No.	Title
Appendix A	Budget movements to be approved, £250k and above and movements to be noted.

### AUDIT TRAIL

<b>Cabinet member</b>	Councillor Richard Livingstone, Finance, Resources and Community Safety	
<b>Lead officer</b>	Duncan Whitfield – Strategic Director of Finance and Corporate Services	
<b>Report author</b>	Jennifer Seeley, Deputy Finance Director	
<b>Version</b>	Final	
<b>Dated</b>	6 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	No	No
Strategic Director of Finance and Corporate Services	n/a	n/a
Cabinet Member	Yes	Yes
<b>Date final report sent to constitutional team</b>		6 September 2013

### BUDGET MOVEMENTS

#### Budget movements to be approved

Department from	Amount £'000	Department to	Amount £'000	Reason
Finance and corporate services	(1,602)	Housing and community services	1,602	Transfer of Customer Experience element of One Stop Shop budget within the new in-house structure.
Finance and corporate services	(402)	Housing and community services	402	Cleaner greener revenue fund to community councils

#### Budget movement to be noted (under £250k)

Department from	Amount £'000	Department to	Amount £'000	Reason
Housing and community services	(47)	Chief Executives	47	Manna Centre transferring from Housing general fund to corporate strategy

<b>Item No.</b> 18.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Quarter 1 Capital Monitoring for 2013/14	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Richard Livingstone, Finance, Resources and Community Safety	

### **FOREWORD - COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY**

This report sets out the expenditure performance of the council on its capital programme for the first quarter of current year and asks the Cabinet to agree the funded variations set out in Appendix C. These variations include utilising money saved by the Environment Department through efficiencies to bring the Livesey Building back into use.

Further work is being carried out to improve project controls and projections to ensure that the council is making an optimal use of the capital budgets.

### **RECOMMENDATIONS**

That cabinet:

1. Notes the general fund capital programme for the period 2013/14 to 2021/22 as at Quarter 1 2013/14, as detailed in appendix A and D.
2. Notes the housing investment programme for the period 2013/14 to 2015/16 as at Quarter 1 2013/14, as detailed in Appendix B
3. Approves the virements and funded variations to the general fund and housing investment capital programme as detailed in Appendix C.
4. Approves the re-profiling of the expenditure and resources for 2013/14 and future years for both the general fund and housing investment programmes as detailed in Appendix A, B and D based on latest information available at Quarter 1 2013/14.

### **BACKGROUND INFORMATION**

5. On 16 July 2013, the 2012/13 capital outturn report was presented to the cabinet. This reported the capital outturn position of £259m on the general fund programme and £85.6m on the housing investment programme for the financial year 2012/13.

6. At that meeting, cabinet also approved the re-profiling of the expenditure and resources for the financial year 2013/14 in light of the 2012/13 outturn position for both the general fund and housing investment programme and noted that further re-profiling will be required during 2013/14 based on more up to date information available.
7. With a total forecast spend of approximately £670m the current capital programme represents a major element of the council's financial activities. It has a significant and very visible impact on the borough and hence on the lives of those who live, learn, visit and or do business in the borough.
8. Due to the size and scale of the capital programme and the number of projects involved, it is inevitable that unforeseeable delays can occur which lead to some variations against planned spend. Historically the capital programme has been over programmed in year to compensate for these variations, whilst retaining a balanced programme overall.
9. This report sets out the re-profiled budget and forecast outturn position for 2013/14 for the General Fund and the Housing Investment Programme (HIP).

## **KEY ISSUES FOR CONSIDERATION**

### **General Fund Capital Spend**

10. The 2012/13 capital outturn report showed expenditure of £259m against a total budget of £322m on the General Fund. The 2012/13 capital spend also included the one-off expenditure of £178.1m for the freehold acquisition of 160 Tooley Street. The 2013/14 budgets has been re-profiled in light of the 2012/13 outturn position and the revised budgets for 2013/14 indicate a forecast spend of £94.2m. The summary position and the programme details by departments are reflected in Appendix A and D respectively.

### **Housing Investment Programme Spend**

11. The 2012/13 capital outturn report showed expenditure of £85.6m against a budget of £92.6m on the Housing Investment Programme. The 2013/14 budget has been re-profiled, taking into account the latest information available on contract procurements, scheme progress and possible slippages. The total re-profiled budgets on the Housing Investment Programme for 2013/14 is £120.6m. The majority of the expenditure on the Housing Investment Programme relates to the numerous works on the Warm, Dry and Safe programmes which is forecast to spend £81.4m in 2013/14. Details of the schemes and budgets within the Housing Investment Programme are reflected in Appendix B.

### **Resource implications**

12. The council's capital resources are comprised of the following:
  - capital receipts from disposal of property
  - grants
  - external contributions
  - section 106 contributions

- housing major repair reserve
  - contributions from revenue
  - contribution from reserves
  - internal borrowing
  - external borrowing
13. The capital programme is influenced by resource timing and availability. Over the life of the programme, all commitments must be met from anticipated resources. The final funding requirement will be based on the final actual expenditure, and will seek to maximise the use of grants and other funding sources, prior to the use of capital receipts. Regular monitoring and formal reporting regulates the programme and mitigates cash flow and funding risks and officers undertake regular reviews as part of the process for preparing monthly and quarterly monitors to assess income to date, forecasts and changes.
14. Each department forecasts its programme as accurately as possible to minimise the need for re-profiling. Where this does occur, the requirement is flagged as early as possible and budgets re-profiled in line with anticipated spend. Given the general complexity of capital projects, it is common to see some variation in the profile of the actual programme against the forecast. The impact of this is mitigated through regular formal monitoring, departmental reviews and access to a resource base wide enough to cope with change.
15. In developing and managing its capital programme the council has to maintain clear control on the selection and use of resources to finance capital expenditure. Strategies for investments, borrowing and treasury management facilitate this control and assist the council to have clear strategic direction on its use of resources, to identify new resources or to make changes to the use of resources at an organisational level as projects complete or new projects appear.

### **Section 106 and Community Infrastructure Levy (CIL).**

16. The council can enter into a Section 106 (S106) agreement, otherwise known as a planning obligation, with a developer where it is necessary to provide contributions to offset the deemed negative impacts caused by construction and development. Contribution requirements can take several forms and range from provision of affordable homes and new open space to funding of school places or community facilities. Depending on the agreement, developers may deliver works directly or choose to make payments to the council to undertake work.
17. Use of S106 funding has been forecast in the programme, which is provided through existing balances and new funds anticipated from future agreements. Some changes to the use of S106 planning obligations are anticipated resulting from the adoption of the Community Infrastructure Levy (CIL) regime and the council is proposing to update its S106 planning obligations statutory planning document to the same timescale as development and adoption of the CIL.
18. The CIL is a levy which local authorities can choose to charge on new developments occurring in their area, with the funds raised being used to deliver infrastructure required by the council, local community and neighbourhoods. Use of the levy as a potential funding source for capital schemes was outlined in a

report considered by cabinet on 17 July 2012.

19. A draft charging schedule was published in April 2013, followed by consultation. The council is working towards a 2014 adoption date for its own CIL. The capital programme will be subject to future refresh and pending finalisation of the charging schedule for CIL this may be used to support appropriate schemes.

### **New Homes Bonus**

20. The New Homes Bonus (NHB) is intended to support local authorities and communities where growth in housing stock occurs. The allocation formula matches the level of council tax paid on each new home for six years, with an additional £350 per affordable unit. The grant is not ring-fenced so no restrictions apply to its use.
21. Payments for NHB amounted to £5.1m in 2012/13, of which £1.5m was allocated to fund revenue expenditure, with the balance earmarked to fund capital expenditure. This was in accordance with a cabinet decision of 21 June 2011 that all NHB resources not committed to the revenue budget should be allocated to corporate resources to fund future capital expenditure.
22. The same level of revenue commitment was at that time assumed in forecasts for future years to 2016/17 and the balance to be allocated to capital. There are, however, changes expected in the financing arrangement for the New Bonus Scheme in 2013/14 and this will be reviewed as part of the future revenue budget setting process.

### **Contributions from Earmarked Reserves**

23. Reserves are funds set aside from under spends or planned budget contributions, to meet contractual commitments or future expenditure plans which may include risks or liabilities that arise at a later date. Three reserves which have relevance for funding the capital programme are outlined below.
24. The modernisation reserve supports one-off expenditure or multi-year projects designed to modernise and further improve the operational efficiency of Southwark's service provision. The use of the reserve is subject to a protocol listing admissible items in accordance with the council's Medium Term Resources Strategy.
25. The regeneration and development reserve funds one-off expenditure and multi-year projects delivering regeneration and development across the borough. Relevant projects include the Aylesbury Estate Regeneration, Canada Water, and Elephant & Castle Regeneration.
26. In 2011/12 the council established a compliance and planned preventative maintenance reserve which may be used to support activities upgrading the wider council estate in line with legislative and/or preventative maintenance requirements. The reserve could for example be used to support the implementation of a maintenance programme in specific parts of the council's operational estate. Use of the reserve would need to be requested through appropriate approval channels, such as via cabinet, and it is likely that works

would be programmed over more than one year, or relate to more than one site.

### **Capital Receipts**

27. The council operates a ten-year disposals programme. Planned disposals generate capital receipts which the council can use as a funding source to finance capital expenditure.
28. Capital receipts are categorised as Housing or General Fund depending on the nature of the asset giving rise to the receipt. Certain receipts arising from right to buy sales are also generated within the housing disposals programme and are subject to pooling arrangements with government, so that the council can repay housing debt.
29. The annual receipts forecast to 2021/22 is between £30-£40m per annum generated by disposals from both general fund and housing and this will be updated regularly based on the latest information available on the disposal programme and market conditions for properties.
30. The disposals programme is subject to ongoing review by officers to mitigate the risk of funding unavailability due to timings or amounts received in year. The capital receipts forecasts together with other sources of funding will be monitored on a regular basis for funding the capital programme. In the event that in-year funding generated by disposals is insufficient to meet the level of expenditure, alternative short term sources of funding may need to be accessed or projects deferred or re-profiled. Short term sources of funding include use of earmarked reserves and/or accelerating the disposals programme.

### **Capital Grants**

31. The council uses a range of capital grants to fund capital expenditure. These grants tend to be programme or project specific since each has grant requirements of some form and the largest areas of grant use often correspond to the largest and most complex projects. The Southwark Schools for the Future (SSF) programme has the highest grant use on a single scheme with approximately £47m of grant funding over the remainder of the capital programme.
32. Grants may be provided as a sole funding source, or as one of several funding sources depending on project requirements. In each case grant funding conditions of some form should be met to demonstrate that grants have been applied for the purposes given and audit trails are maintained.

### **Resourcing to Quarter 1 2013/14**

33. A number of balances were brought forward from the 2012/13 capital outturn and can be applied in 2013/14 in addition to the resources received in year.
34. In terms of capital receipts, a balance of £29.4m was brought forward from the capital receipts reserve from the 2012/13 outturn position towards funding capital expenditure in 2013/14. As at the end of Quarter 1 2013/14, £6.1m had been received from housing receipts.

35. A grants balance of £98.7m was also brought forward from 2012/13 of which £74.9m relates to S106 funds used to fund both capital and revenue programmes and £23.8m relates to other grants.
36. At the end of Quarter 1 2013/14, £11.2m grant had been received including £7.6m of education related grants and £3.7m secured through S106 agreements.
37. The above resources will be monitored and applied as appropriate to schemes in 2013/14.

#### **Programme position at Quarter 1 2013/14**

38. Attached at Appendix A is a summary of the general fund programme position as at Quarter 1 of 2013/14. This shows a total expenditure budget of £342.6m budgeted over the programme from 2013/14 to 2021/22.
39. Attached at Appendix B is a summary of the housing investment programme position as at Quarter 1 of 2013/14. This shows a total expenditure budget of £328.1m over the programme from 2013/14 to 2015/16.
40. Appendix C shows the budget virements and variations arising in quarter 1 of 2013/14.
41. Appendix D shows a more detailed view of the general fund programme on individual projects or groups of projects over the period 2013/14 to 2021/22.
42. This programme position will continue to be monitored and reviewed over the remainder of the financial year and the final outturn position will be reported to cabinet.

#### **Departmental Updates**

43. The sections below provide commentary on the budget position by departments for 2013/14.

#### **GENERAL FUND (APPENDIX A)**

##### **Children's and Adult Services**

44. In summary the capital programme across Children's and Adults Services is £102.5m with a profiled budget of £19.2m for 2013/14 and expenditure incurred of £1.6m as at Quarter 1 2013/14.

##### Children's Services

45. The revised capital programme for the period 2013/14 to 2021/22 has been increased by the 2013/14 and 2014/15 DfE grants totalling £15.9m resulting in an overall programme of £88.8m. The profiled budget for 2013/14 is £15.8m.
46. The expenditure incurred as at Quarter 1 2013/14 is £1.6m with the majority of



the spend relating to Southwark Park Primary School new build school opening next year. Other areas of significant spend scheduled for 2013/14 will be for school expansions including Lyndhurst.

47. As the plans for delivering the primary expansion programme are being refined, a potential funding gap of £16m is emerging for 2015/16, dependent on government capital grant allocations and potential strategies to meet this funding gap are under consideration

#### Adults' Services

48. The revised capital programme for the period 2013/14 to 2021/22 has been increased by the 2013/14 and 2014/15 DoH grants totalling £1.7m resulting in an overall programme of £13.7m. The profiled budget for 2013/14 is £3.4m.
49. Expenditure of £8k has been incurred as at Quarter 1 2013/14 on the Southwark Resource Centre. The main areas of capital expenditure scheduled for 2013/14 are the Centre of Excellence and the refurbishment of the Orient Street respite unit.

#### Southwark Schools for the Future

50. The capital programme for the period 2013/14 to 2021/22 is £47m with a profiled budget of £12.5m for 2013/14.
51. The largest area of spend in 2013/14 will be for the schools at St Michael's and All Angels (SMAA) site which incorporates the new Highshore Special School.
52. The expenditure at Quarter 1 2013/14 is £1.9m of which £1.7m is for SMAA/Highshore construction works.

#### Finance and Corporate Services

53. The capital programme of the department focuses on two key areas: information technology infrastructure projects and premises improvements to council buildings.
54. The departmental capital programme for the period 2013/14 to 2021/22 is £22.0m with a profiled budget of £7.0m for 2013/14. The expenditure incurred as at Quarter 1 2013/14 is £0.4m and the remaining £6.6m spend scheduled to be incurred by the end of 2013/14.
55. The council has engaged a new Information Technology Managed Service supplier which will be delivering a series of core enabling projects to modernise the provision of IT services in the council and the expenditure in 2013/14 is expected to be £5.0m.
56. Facilities management (FM) services are undertaking a comprehensive planned preventative maintenance compliance programme on the fabric of council properties from 2013/14 onwards. The work follows on from an earlier phase where the council undertook Disability Discrimination Act (DDA) works to its front-line premises. It is anticipated that this work will be funded through a

combination of corporate resources and reserves.

### **Environment & Leisure**

57. Environment and leisure department's latest approved capital budget for 2013/14 is £23.9m against the projected expenditure of £21.7m, giving an overall favourable variance of £2.1m to be carried forward into 2014/15.
58. Total approved E&L capital programme and projected spend from 2013/14 to 2021/22 is £89.3m.

#### Sustainable Services

59. The budget of £2.6m for the current financial year 2013/14 is mainly S106 items and retention sums for the access road contract. The planning related costs which may be payable to planning and highway authorities (LBS and TfL) are conditional on the results of a number of road traffic surveys likely to take place later this year. The financial implications of the outcome of the surveys may not be immediately known and the budgets may have to be held for a while longer. Projections are based on best estimates from planning documents.
60. The remaining budget includes £520k in respect of the S106 obligation to provide an Off-Site Renewable Energy Infrastructure. This will be discharged by the Southwark Heat Network from South East London Combined Heat and Power plant (SELCHP) project which is expected to be operational in the autumn of 2013. Therefore, a budget virement is requested for cabinet approval to transfer £520k to meet the requirements for South Dock Marina. This virement is shown and requested for approval in Appendix C.

#### Public Realm

61. Cleaner Greener Safer (CGS) forecast for 2013/14 is £2.5m. This is an increase of 30% on the 2012/13 final outturn. This reflects an enhanced focus on delivering these projects.
62. The Non Principal Road (NPR) Programme is forecast to achieve a full spend. Orders will be placed with the contractor for full value by mid July; with the exception of budgets devolved to Community Councils since most areas have deferred decision until October 2013.
63. The Burgess Park BMX track project is on programme to open in August 2013 and the project is expected to be delivered within budget.
64. The next phase of the cemetery strategy has been delivered with the provision of 800 burial spaces at Camberwell old cemetery. Detailed design has commenced on the delivery of the next phase of the strategy with the aim of submitting a planning application later this year to create a further 200 burial spaces at Camberwell new cemetery.
65. Out of £1.1m allocated to fund the upfront capital costs for the new parking enforcement contract, only £850k is now estimated as required. Therefore a budget virement is requested for cabinet approval to transfer the unused £250k

to fund £99k additional costs required for the Livesey building and the remaining £151k towards the South Dock Marina health & safety works. This virement is shown and requested for approval in Appendix C.

66. The asset condition survey completed in March 2013 for South Dock Marina identified urgent decking, pontoons and electrical works to meet Health and Safety requirements. In addition, new shower and lavatory facilities are also required to replace existing equipment in the berth holder facility which is no longer fit for purpose. The latest estimated costs of these works are £771k for which £100k has already been allocated at last capital refresh. It is proposed to fund the remaining £671k from the favourable variances mentioned above in this report and for which virements are sought.

#### Culture Libraries Learning and Leisure

67. Work at Pynners Sports Ground involves rebuilding the pavilion that was destroyed by a fire number of years ago. The project has slipped because of ongoing issues with external contractors regarding electrical cabling to the pavilion but the pavilion is expected to re-open in summer 2013.
68. The Thomas Calton Centre refurbishment was started late in 2012/13 and will complete in 2013/14. The works are to address longstanding maintenance issues to the roof and fabric of the building. Spend is profiled over 2 years for this project.
69. Olympic Legacy Fund - This capital programme was a provision of £2m over 2 years for the Southwark 2012 Olympic capital legacy fund with an objective to invest in capital projects that support a lasting Olympic and Paralympic legacy in Southwark from the 2012 games, improving access to and increasing participation in physical activity and encouraging the development of the Olympic values in the borough's communities. All the projects except Southwark Park Athletics Track (SPAT) are now in their construction phase. This spend has successfully attracted £991k of external funding.
70. Implementation of RFID equipment (Radio Frequency Identification) at Dulwich and Peckham was completed in 2012/13 and two more libraries are scheduled for 2013/14 onwards.
71. Significant investment is being made in Peckham Pulse to address some long standing building issues and to improve the environment for customers. The works will be carried out over two phases. The options details for phase one (2013/14) are being drawn up with Fusion (cafe/reception and spa suite). Air conditioning works will commence later this summer and a communication plan will be implemented prior to the works. The project management procurement for phase two (2014/15) is progressing.
72. There is a potential new occupier for the Livesey building, Treasure House, an educational organisation and ideally they would like to move in during December 2013. To get the building up to a habitable standard, a number of important structural issues including works to the roof, windows, removal of asbestos, and other repairs have to be carried out. The surveyor's report estimates the total cost of these works of around £204k. We currently have £105k available, a sum

realised from the sale of TALIS shares in the last quarter of 2012/13. It is proposed that the remaining £99k be funded from the favourable variance mentioned above.

Community Safety.

73. The CCTV project is expected to be completed by 31 March 2014 within the allocated budget.

### **Chief Executive's Department**

74. The capital budget for the chief executive's department over the period 2013/14 to 2021/22 is £56.4m. This also includes funding confirmed since the 2012/13 outturn report was presented to Cabinet in July 2013 of an additional capital grant allocation of £1.8m funded by Transport for London (TfL). The department is currently forecasting an expenditure of £25m for 2013/14 and £31.4m for the period 2014/15 to 2015/16. These forecasts will be subject to ongoing review throughout the year.
75. The Framework and Implementation team within the planning division has a budget of £3.5m with forecast expenditure of £1.9m for 2013/14 and £1.6m for 2014/15. The following public realm and streetscape improvement projects are on site;
- The Nunhead Outer London Fund (OLF) schemes, partly funded by GLA grant are progressing with the pop-up shop now let to the first tenant.
  - The bridge lighting scheme is completed and the festival programme finalised.
  - The green consultation is progressing well and the shop front improvements have been submitted for planning permission.
76. The division is currently undertaking the final snagging of Legible London way finding system in Bankside and Bermondsey to agree the final account. St James' Churchyard in the Bermondsey Spa programme was completed and a dedication service held. Also part of the Bermondsey Spa programme, Abbey Street Tunnel works are progressing and are due for completion in Quarter 1.
77. Schemes due to start on site at the beginning of Quarter 2 include Lamb Walk public realm improvements and Whites Ground skate park refurbishment. Other projects currently under development for commencement later in 2013/14 include Mint Street Park improvements, Lavington and Ewer Streets public realm, Alice Street redesign and resurfacing and St John's Churchyard play area improvements.
78. The planning and transport division has a budget of £16.2m with forecast expenditure of £6.3m in 2013/14, and the balance of £9.9m profiled for the period 2014/15 to 2015/16. In addition to various transport improvements projects, other key projects include Gateway to Peckham and Revitalise5 Camberwell, a £10.5m scheme to transform public realm and provide a new library in Camberwell.

79. Works have recently commenced on the installation of lifts at Queens Road Peckham Station, which are due to be completed by the end of the year and will be complemented by a new plaza. Works are nearing completion on a number of transport improvement projects including East Walworth and Faraday Green Links and Riverside traffic management. Funding has been agreed in principle through the Mayor's Air Quality Fund to deliver air quality improvements in the borough.
80. The Regeneration division has a budget of £36.7m with forecast expenditure of £16.7m in 2013/14 and £20m for the period 2014/15 to 2015/16. Key projects within the regeneration division include the construction of a new leisure centre at Elephant & Castle, public realm improvement schemes in Bermondsey and the Office Accommodation programme, amongst others.
81. The council's office accommodation programme is progressing with the development of a generic office fit out at Queens Road 2. The site will deliver 86 workstations spread over four floors. Enabling works on site commenced on 1 July 2013 with the main construction programmed to commence on 22 July 2013. Practical completion is scheduled for the end of Nov 2013.
82. Negotiations for a lease for a third site at Queens Road (Queens Road 3) were completed in September 2012. Fit out works commenced on 5 November 2012, with practical completion achieved ahead of schedule in April 2013. The first occupation was on target on 22 April 2013 with full occupation successfully achieved on 31 May 2013. The full operation of this site has been brought forward in order to rapidly deliver a high quality 120 desk customer contact centre, delivered in time for the provision of a new in-house service which commenced on 1 June 2013.

### **Housing General Fund**

83. The total budgets for the Housing General Fund capital programme for the period 2013/14 to 2021/22 is £25.4m and the profiled budgeted expenditure for 2013/14 is £8.7m

### **Housing Renewal**

84. Grant funding of £449k was made available for 2012/13 through the South East London Housing Partnership (SELHP) for empty homes grants. £95k was spent in 2012/13 with the remainder re-profiled and committed for spend from 2013/14 onwards. The scheme is directed toward reinstatement of empty homes via GLA funding and provision of loans.
85. An additional £198k has been confirmed by HCA/GLA for 2013/14 for the Empty Homes fund round 1 to develop 13 units. It has been preferable to use these additional funds first and so reduce the immediate call on the corporate budgets, which will be carried forward to continue the programme meeting future demand, as HCA/GLA funding is not guaranteed after this year.
86. Demand for disabled facilities grant remains high, with a profiled budget of £1.3m in 2013/14 including £340k of commitments. Other changes have been

agreed to budget profiles to reflect demand across various grant types.

87. An overall sum of £4.6m is anticipated to be available from government grant funding for Disabled Facilities Grants (DFGs) to 2021/22 to cover housing renewal works. It is likely that there could be significant pressure if the council is to meet ongoing demand in this service area from 2013/14 with the resources available solely through DFG with spend and commitments of £1.7m for 2013/14. The call on resources from registered providers in the borough in addition to Southwark residents has been managed through a series of agreements to contribute at least 50% towards the cost of works.
88. In 2013/14 it is proposed to make savings adjustments to the level of assistance available under the various grants and loans schemes operated by the housing renewal section, in light of resource availability. A number of cases have rolled forward to 2013/14 due to anticipating the revised levels of assistance coming into place. There will also be a move towards more loan based products than grants. Currently the home repair grant has slow spend in the first quarter but it is anticipated that as the move towards loan assistance comes into force, the budgets will be vired accordingly.

#### Travellers' Sites

89. Work has started on the Springtide Travellers' site, progressing well and is due to be completed in quarter 4.

#### Housing Investment Programme

90. The Housing Investment Programme consists of a series of works to Housing Revenue Account properties, which are detailed in Appendix B. Progress on this programme is summarised as follows;

#### Warm Dry and Safe (WDS)

91. Despite a delayed start and the mutual conclusion of two of the partnering contracts, spend targets for the 2012/13 WDS schemes was achieved and a spend target of £80m has been set for 2013/14 as the programme continues to accelerate. Spend in quarter 1 has been steady with £7m spent. The programme is still forecasting to achieve the spend target with many of the 2013/14 schemes and prior year, brought forward schemes due to start later in the year. Accurate forecasting has proved difficult as the extent of works required to meet the WDS standard is generally higher than the provision made in the programme.
92. The schemes originally forming part of the 2011/12 programme are now all on site, although some of the work on the Hawkstone Estate is phased to begin later in the year. The majority of schemes are due to complete this financial year. The 2011/12 programme is behind schedule mainly due to the delayed decision by Lands Tribunal in December 2011 and replacing of Wates and Breyer (partnering contractors) following the mutual conclusion of those contracts. The replacement of the contractors will mean that that the programme will incur additional overall costs.
93. The majority of schemes from the 2012/13 programme are on site. Due to the

mutual conclusion of the Breyer contract, the Brandon estate will start this financial year. The Dickens estate previously under Wates will also be on site in the current financial year. The agreed costs for the schemes are higher than estimated in the stock condition survey and the WDS contingency fund is being used to meet the budget shortfall. The actual expenditure on these schemes is expected to rise.

94. The entire 2013/14 programme is expected on site this year with the exception of the WDS works at Aylesbury, due to the phasing of the regeneration programme. Acorn is also on hold but will follow on from completion of regeneration heating works.
95. £14.9m of works from future years have been brought forward to start in 2013/14 using the Decent Homes Backlog funding.
96. The trend of schemes requiring more resources than the stock condition survey estimate is expected to continue, so the contingency in the programme is expected to be inadequate to complete the programme. The 18 October 2011 Cabinet report only allowed for £29m of backlog funding towards the Housing Investment Programme. In June 2013 Cabinet approved the additional £48.8m of backlog funding that was not accounted for in the original resources planned for the programme, to be added to the investment assumptions for the delivery of the WDS programme in addition to the current resources. This additional budget will be added and profiled across the years once the scheme costs are clarified and confirmed. A further report in December 2013 will formally request for any additional resources, for the completion of the WDS programme.
97. The £4m individual heating budget is showing spend of £694k at the end of quarter 1. However, in terms of delivery the programme is ahead of schedule but there is a slight lag in capitalisation and is currently forecast to meet budget. The remaining WDS district heating schemes are expected to be on site this year. The 2015/16 WDS district heating schemes are being brought forward to start in early 2014/15.
98. All high rise blocks with a substantial risk from the fire risk assessments have been completed as part of the Fire Risk Assessment (FRA) Programme. Majority of the higher moderate risk high rise blocks are also complete except for works being completed to coincide with the WDS programme. Gloucester Grove and Netley have also been added to the programme and are currently being funded from the WDS contingency budget. Whilst the programme has addressed the higher risk properties, there are still lower moderate risk high rise blocks requiring work. In addition further surveys are being undertaken on FRA works required for street properties and lower rise blocks. Work is being undertaken to prioritise these assets in discussion with the London Fire Brigade. A paper is being prepared for approval for the additional resources required.
99. Financial year 2013/14 began with 1,451 homes categorised as 'non-decent' meaning a decency level of 56.5%. The overall level of decent homes at the end of quarter 1 was 56.9%. This is only a small rise and is due to the low number of completions in the first quarter.
100. As more schemes are on site and completing in 2013/14, there is expected to be

a larger net rise in the levels of homes meeting the decency standard this year.

101. Cabinet previously approved additional resources of £22.9m to the High Investment Needs Estate of additional works to Hawkstone (£4.7m), Four Squares (£14.1m) and Abbeyfield (£4.2m) of which only £18.4m had been previously profiled in the Housing Investment Programme. The current re-profiled budgets as at Quarter 1 2013/14 reflect the total budgets agreed by cabinet previously and this is reflected in Appendix C.

#### Housing Regeneration

102. On 19 March 2013, cabinet approved the increase in budget for East Dulwich Regeneration by a further £1.3m as part of the proposal to fund the new build on the Gatebeck and Southdown sites, drying room conversions and environmental works. The increased budgets has been profiled across the years in line with the expected spend and is reflected in Appendix C.

#### Other Programmes

103. On 14 May 2013, cabinet approved an additional £4m budget in the housing investment programme for the upgrading of the existing communal heating systems and to improve energy efficiency of the heating system. Three main measures proposed as part of this project were new boiler burners, new Building Energy Management System (BEMS) and Dirt Separation. This one- off cost is being funded from the ring-fenced heating account reserve held within the Housing Revenue Account. The £4m budget is profiled to be incurred across 2013/14 and 2014/15 and this is reflected in Appendix C.

#### Resource Re-profiling

104. The budgets across the capital programme have been profiled based on the latest information as at Quarter 1 2013/14. However, due to the size of the capital programme and the number of projects involved, it is inevitable that unforeseen delays can occur leading to some variation against planned expenditure. Some of the forecasts will require further re-profiling as the programme will be subject to on-going review by service managers during 2013/14 in terms of expected spend for the year based on the latest information available on procurement and contract management issues.

#### Community impact statement

105. This report describes the current capital position on the council's capital programme .The projected expenditure reflects plans designed to have a beneficial impact on local people and communities, which will be considered at the time the services and programmes are agreed. It is important that resources are used efficiently and effectively to support the council's policies and objectives.
106. Each project within the capital programme will be considered with regard to its impact on age, disability, faith/religion, gender, race and ethnicity and sexual orientation.



107. The council's capital programme is designed to deliver projects of value to local people.

### **Resource implications**

108. This report forms part of the council's budget framework and outlines the current position on the capital programme.
109. Staffing resources are generally contained within the council's current establishments and where additional or specialist resources are needed these will be subject to separate reports.

### **Legal implications**

110. The legal implications of this report are identified in the concurrent report of the Director of Legal Services.

### **Financial implications**

111. This report fully explores the financial implications of the capital programme for the general fund and the housing investment programme at Quarter 1 of 2013/14. The report presents the capital programme over the period 2013/14 to 2021/22 where predicted resources are sufficient to meet anticipated spend.

### **Consultation**

112. Consultation on the overall programme has not taken place. However, each of the individual projects is subject to such consultation as may be required or desirable when developed. Some projects may require more extensive consultation than others, for example projects with an impact on the public realm. Projects funded by grant or s106 may require consultation as a condition of funding.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Legal Services**

113. The council has a duty to maintain a balanced budget throughout the year and, accordingly, members are required to regularly monitor the council's financial position. Section 28 of the Local Government Act 2003 imposes a duty on the council to monitor its budgets throughout the financial year, using the same figures for reserves as were used in the original budget calculations. The council must take necessary appropriate action to deal with any deterioration in the financial position revealed by the review.
114. The Capital Programme satisfies the council's duty under the Local Government Act 1999 which requires it to make arrangements to secure the continuous improvement in the way its functions are exercised, by having regards to the combination of economy, efficiency and effectiveness.

**BACKGROUND DOCUMENTS**

<b>Background Papers</b>	<b>Held At</b>	<b>Contact</b>
Housing Investment Programme - 18 October 2011 (Cabinet)	<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=3816&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=3816&amp;Ver=4</a>	Jay Nair, Senior Finance Manager, Finance and Corporate Services
East Dulwich regeneration funding – 19 March 2013 (Cabinet)	<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=4252&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=4252&amp;Ver=4</a>	Jay Nair, Senior Finance Manager, Finance and Corporate Services
Housing Investment Programme (Heating Systems) - 14 May 2013 (Cabinet)	<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=4254&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=4254&amp;Ver=4</a>	Jay Nair, Senior Finance Manager, Finance and Corporate Services
2012/13 Capital Outturn report - 16 July 2013 (Cabinet)	<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=4549&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=4549&amp;Ver=4</a>	Jay Nair, Senior Finance Manager, Finance and Corporate Services

**APPENDICES**

<b>No.</b>	<b>Title</b>
Appendix A	General fund summary monitoring position
Appendix B	Housing investment programme summary monitoring position
Appendix C	Budget virements and variations at quarter 1 2013/14
Appendix D	General fund programme detail

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Richard Livingstone, Finance, Resources and Community Safety	
<b>Lead Officer</b>	Duncan Whitfield, Strategic Director of Finance and Corporate Services	
<b>Report Author</b>	Jay Nair, Senior Finance Manager, Finance and Corporate Services	
<b>Version</b>	Final	
<b>Dated</b>	6 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
	<b>Officer Title</b>	<b>Comments Sought</b>
		<b>Comments Included</b>
	Director of Legal Services	Yes
	Strategic Director for Finance and Corporate Services.	N/A
	<b>Cabinet Member</b>	Yes
	<b>Date final report sent to Constitutional Team</b>	6 September 2013

General Fund Capital Programme Summary – 2013/14 at Quarter 1

APPENDIX A

Department	2013/14				2014/15			2015/16+			Total Programme 2013/14-21/22		
	Budget	Spend to date	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance	Total Budget @ 01/04/2013	Total Forecast	Total Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's and Adult Services	19,230	1,618	19,230	0	71,014	71,014	0	12,250	12,250	0	102,494	102,494	0
Southwark Schools for the Future	12,492	1,904	12,492	0	9,311	9,311	0	25,210	25,210	0	47,013	47,013	0
Finance and Corporate Services	6,972	419	6,972	0	2,488	2,488	0	12,499	12,499	0	21,959	21,959	0
Environment	23,908	1,818	21,770	(2,138)	15,805	17,943	2,138	49,540	49,540	0	89,253	89,253	0
Housing General Fund	8,706	590	8,706	0	3,659	3,659	0	13,069	13,069	0	25,434	25,434	0
Chief Executive	25,026	3,570	25,026	0	26,951	26,951	0	4,422	4,422	0	56,399	56,399	0
<b>TOTAL</b>	<b>96,334</b>	<b>9,919</b>	<b>94,196</b>	<b>(2,138)</b>	<b>129,228</b>	<b>131,366</b>	<b>2,138</b>	<b>116,990</b>	<b>116,990</b>	<b>0</b>	<b>342,552</b>	<b>342,552</b>	<b>0</b>
<b>FINANCED BY:</b>													
Corporate Resource Pool	25,000	6,449	25,000	0	16,975	16,975	0	101,465	101,465	0	143,440	143,440	0
Major Repairs Allowance	0	0	0	0	0	0	0	0	0	0	0	0	0
Supported Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	4,799	335	4,986	187	7,300	7,113	(187)	3,251	3,251	0	15,350	15,350	0
Revenue	1,410	0	1,410	0	0	0	0	0	0	0	1,410	1,410	0
Capital Grants	39,440	2,927	39,243	(197)	58,714	58,911	197	47,068	47,068	0	145,222	145,222	0
Section 106 Funds	10,934	158	10,934	0	4,910	4,910	0	4,905	4,905	0	20,749	20,749	0
External Contributions	1,106	50	1,106	0	0	0	0	50	50	0	1,156	1,156	0
Internal Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>82,689</b>	<b>9,919</b>	<b>82,679</b>	<b>(10)</b>	<b>87,899</b>	<b>87,909</b>	<b>10</b>	<b>156,739</b>	<b>156,739</b>	<b>0</b>	<b>327,327</b>	<b>327,327</b>	<b>0</b>
<b>Forecast variation (under)/over</b>	<b>13,645</b>	<b>0</b>	<b>11,517</b>	<b>(2,128)</b>	<b>41,329</b>	<b>43,457</b>	<b>2,128</b>	<b>(39,749)</b>	<b>(39,749)</b>	<b>0</b>	<b>15,225</b>	<b>15,225</b>	<b>0</b>

## HRA Capital Programme Summary – 2013/14 at Quarter 1

Programme	Project description	2013/14				2014/15		
		Budget	Spend to date	Forecast	Variance	Budget	Forecast	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Warm dry and safe	WDS carry-over schemes	567	408	567	0	0	0	0
	WDS 2-year programme	23,885	1,938	23,885	0	2,315	2,315	0
	WDS 2012 major works	10,239	1,497	10,239	0	4,000	4,000	0
	WDS 2013 major works	8,730	3	8,730	0	19,561	19,561	0
	WDS 2014 major works	2,895	64	2,895	0	46,107	46,107	0
	WDS 2015 major works	0	0	0	0	0	0	0
	FRA works	3,652	785	3,652	0	1,512	1,512	0
	M&E electrical	249	13	249	0	2,700	2,700	0
	M&E heating	8,144	563	8,144	0	9,058	9,058	0
	M&E lifts	1,878	153	1,878	0	2,500	2,500	0
	WDS voids works	3,987	0	3,987	0	4,000	4,000	0
	WDS Leathermarket JMB	1,090	0	1,090	0	1,100	1,100	0
	WDS Unallocated Budget	2,325	9	2,325	0	2,360	2,360	0
	HINE schemes	HINE WDS works	13,450	1,778	13,450	0	1,110	1,110
HINE additional works		300	0	300	0	16,998	16,998	0
Regeneration	Aylesbury Estate PPM works	4,531	456	4,531	0	916	916	0
	Aylesbury Estate regeneration	7,094	282	7,094	0	7,556	7,556	0
	Bermondsey Spa refurbishment	920	68	920	0	0	0	0
	East Dulwich Estate	1,876	10	1,876	0	1,000	1,000	0
	Elmington Estate	2,581	478	2,581	0	2,000	2,000	0
	Heygate Estate	10,665	71	10,665	0	3,317	3,317	0
	Hidden Homes	296	59	296	0	300	300	0
	Hostels new build	1,200	57	1,200	0	1,330	1,330	0
	Local authority new build	140	212	140	0	0	0	0
	Misc regen, acquisitions and home loss	673	96	673	0	150	150	0
Other programmes	Adaptations	2,000	331	2,000	0	2,000	2,000	0
	Affordable housing through commuted sums	0	0	0	0	0	0	0
	Cash incentive scheme	207	91	207	0	112	112	0
	Digital switchover	0	17	0	0	0	0	0
	Disposals costs	454	2	454	0	500	500	0
	Energy	0	0	0	0	200	200	0
	Environmental / play areas	0	0	0	0	0	0	0
	Fire damage reinstatement	107	29	107	0	1,000	1,000	0
	Group repairs	0	0	0	0	272	272	0
	Hostels accommodation	1,396	378	1,396	0	718	718	0
	Leasehold / freehold acquisitions	525	10	525	0	300	300	0
	Major voids	1,000	27	1,000	0	1,000	1,000	0
	Office accommodation	0	0	0	0	0	0	0
	Scheme management costs	1,000	362	1,000	0	1,000	1,000	0
	Security	0	0	0	0	0	0	0
Sheltered accommodation	41	44	41	0	0	0	0	
T&RA halls	465	0	465	0	501	501	0	
Heating Energy Efficiency Measures	2,000	0	2,000	0	2,000	2,000	0	
<b>TOTAL</b>		<b>120,562</b>	<b>10,291</b>	<b>120,562</b>	<b>0</b>	<b>139,493</b>	<b>139,493</b>	<b>0</b>
<b>FINANCED BY:</b>								
Corporate Resource Pool		5,857	0	5,857	0	5,000	5,000	0
Housing receipts		35,681	10,291	35,681	0	22,266	22,266	0
Major Repairs Allowance		46,000	0	46,000	0	45,930	45,930	0
Supported Borrowing		0	0	0	0	0	0	0
Reserves & Revenue		14,900	0	14,900	0	14,900	14,900	0
Capital Grants		15,471	0	15,471	0	51,397	51,397	0
Section 106 Funds		50	0	50	0	0	0	0
External Contributions		2,603	0	2,603	0	0	0	0
<b>TOTAL RESOURCES</b>		<b>120,562</b>	<b>10,291</b>	<b>120,562</b>	<b>0</b>	<b>139,493</b>	<b>139,493</b>	<b>0</b>
<b>Forecast variation (under)/over</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HRA Capital Programme Summary – 2013/14 at Quarter 1

Programme	Project description	2015/16			Total Programme 2013/14-15/16		
		Budget	Forecast	Variance	Total Budget @ 01/04/2013	Total Forecast	Total Variance
		£'000	£'000	£'000	£'000	£'000	£'000
Warm dry and safe	WDS carry-over schemes	0	0	0	567	567	0
	WDS 2-year programme	0	0	0	26,200	26,200	0
	WDS 2012 major works	0	0	0	14,239	14,239	0
	WDS 2013 major works	65	65	0	28,356	28,356	0
	WDS 2014 major works	177	177	0	49,179	49,179	0
	WDS 2015 major works	32,634	32,634	0	32,634	32,634	0
	FRA works	338	338	0	5,502	5,502	0
	M&E electrical	2,700	2,700	0	5,649	5,649	0
	M&E heating	806	806	0	18,008	18,008	0
	M&E lifts	855	855	0	5,233	5,233	0
	WDS voids works	4,181	4,181	0	12,168	12,168	0
	WDS Leathermarket JMB	1,100	1,100	0	3,290	3,290	0
	WDS Unallocated Budget	1,025	1,025	0	5,710	5,710	0
HINE schemes	HINE WDS works	423	423	0	14,983	14,983	0
	HINE additional works	5,700	5,700	0	22,998	22,998	0
Regeneration	Aylesbury Estate PPM works	82	82	0	5,529	5,529	0
	Aylesbury Estate regeneration	8,301	8,301	0	22,951	22,951	0
	Bermondsey Spa refurbishment	0	0	0	920	920	0
	East Dulwich Estate	0	0	0	2,876	2,876	0
	Elmington Estate	446	446	0	5,027	5,027	0
	Heygate Estate	0	0	0	13,982	13,982	0
	Hidden Homes	300	300	0	896	896	0
	Hostels new build	1,328	1,328	0	3,858	3,858	0
	Local authority new build	0	0	0	140	140	0
	Misc regen, acquisitions and home loss	150	150	0	973	973	0
Other programmes	Adaptations	2,000	2,000	0	6,000	6,000	0
	Affordable housing through commuted sums	0	0	0	0	0	0
	Cash incentive scheme	200	200	0	519	519	0
	Digital switchover	0	0	0	0	0	0
	Disposals costs	500	500	0	1,454	1,454	0
	Energy	200	200	0	400	400	0
	Environmental / play areas	0	0	0	0	0	0
	Fire damage reinstatement	200	200	0	1,307	1,307	0
	Group repairs	0	0	0	272	272	0
	Hostels accommodation	737	737	0	2,851	2,851	0
	Leasehold / freehold acquisitions	300	300	0	1,125	1,125	0
	Major voids	1,000	1,000	0	3,000	3,000	0
	Office accommodation	250	250	0	250	250	0
	Scheme management costs	1,000	1,000	0	3,000	3,000	0
	Security	300	300	0	300	300	0
Sheltered accommodation	306	306	0	347	347	0	
T&RA halls	500	500	0	1,466	1,466	0	
Heating Energy Efficiency Measures	0	0	0	4,000	4,000	0	
<b>TOTAL</b>		<b>68,104</b>	<b>68,104</b>	<b>0</b>	<b>328,159</b>	<b>328,159</b>	<b>0</b>
<b>FINANCED BY:</b>							
Corporate Resource Pool		0	0	0	10,857	10,857	0
Housing receipts		5,840	5,840	0	63,787	63,787	0
Major Repairs Allowance		46,426	46,426	0	138,356	138,356	0
Supported Borrowing		0	0	0	0	0	0
Reserves & Revenue		14,900	14,900	0	44,700	44,700	0
Capital Grants		938	938	0	67,806	67,806	0
Section 106 Funds		0	0	0	50	50	0
External Contributions		0	0	0	2,603	2,603	0
<b>TOTAL RESOURCES</b>		<b>68,104</b>	<b>68,104</b>	<b>0</b>	<b>328,159</b>	<b>328,159</b>	<b>0</b>
Forecast variation (under)/over		0	0	0	0	0	0

## Funded virements and variations for approval

	Children's Services	Adult Social Care	Southwark Schools for the Future	Finance and Corporate Services	Environment	Housing General Fund	Chief Executive	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Outturn report	72,872	11,964	47,013	21,959	88,225	25,434	54,618	322,085	318,086	640,171
<b>BUDGET AS AT 2013/14</b>	<b>72,872</b>	<b>11,964</b>	<b>47,013</b>	<b>21,959</b>	<b>88,225</b>	<b>25,434</b>	<b>54,618</b>	<b>322,085</b>	<b>318,086</b>	<b>640,171</b>
<b>CHANGES IN DEPARTMENTAL RESPONSIBILITY</b>										
<b>RESTRUCTURED BUDGETS</b>	<b>72,872</b>	<b>11,964</b>	<b>47,013</b>	<b>21,959</b>	<b>88,225</b>	<b>25,434</b>	<b>54,618</b>	<b>322,085</b>	<b>318,086</b>	<b>640,171</b>
<b>Q1 - Virements to be approved</b>										
Southwark Park	(12)							(12)		(12)
Michael Faraday	12							12		12
Tabard Street Environment							(100)	(100)		(100)
TABARD STREET ENVIRONS					100			100		100
Livesey Museum					99			99		99
South Dock Marina new showers & lavatories					40			40		40
Parking contract upfront capital costs					(250)			(250)		(250)
SDM Essential H & S Project					631			631		631
Integrated Waste Solutions Programme					(520)			(520)		(520)
Adult PSS Capital Allocations		3						3		3
MH Single pot		(3)						(3)		(3)
WDS carry-over schemes									1,035	1,035
WDS 2-year programme									4,630	4,630
WDS 2012 major works									2,684	2,684
WDS 2013 major works									(4,399)	(4,399)
WDS 2014 major works									7,535	7,535
WDS 2015 major works									(16,774)	(16,774)
FRA works									1,052	1,052
M&E electrical									(1,928)	(1,928)
M&E heating									(2,863)	(2,863)
M&E lifts									567	567
WDS voids works									18	18
WDS Leathermarket JMB									(10)	(10)
WDS Unallocated Budget									5,710	5,710
HINE WDS works									(8,161)	(8,161)
Aylesbury Estate PPM works									(2,325)	(2,325)
Aylesbury Estate regeneration									(5,347)	(5,347)
Bermondsey Spa refurbishment									1	1
East Dulwich Estate									(563)	(563)
Elmington Estate									(581)	(581)
Heygate Estate									(4,350)	(4,350)
Hidden Homes									(82)	(82)
Local authority new build									(588)	(588)
Misc regen, acquisitions and home loss									(595)	(595)
Adaptations									(160)	(160)

## Funded virements and variations for approval

	Children's Services	Adult Social Care	Southwark Schools for the Future	Finance and Corporate Services	Environment	Housing General Fund	Chief Executive	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cash incentive scheme									(48)	(48)
Digital switchover									(186)	(186)
Disposals costs									(180)	(180)
Energy									(600)	(600)
Fire damage reinstatement									(553)	(553)
Group repairs									648	648
Hostels accommodation									(961)	(961)
Leasehold / freehold acquisitions									(70)	(70)
Major voids									(768)	(768)
Office accommodation									(805)	(805)
Scheme management costs									(172)	(172)
Security									(25)	(25)
Sheltered accommodation									44	44
T&RA halls									(447)	(447)
Expenditure in revenue									29,617	29,617
<b>Total virements to be approved at Qtr 1</b>	0	0	0	0	100	0	(100)	0	0	0
<b>TOTAL VIREMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAMME FUNDED VARIATIONS</b>										
<b>Q1 - Variations to be approved</b>										
DfE Basic Needs 2013/14	6,718							6,718		6,718
DfE Maintenance grant 2013/14	2,516							2,516		2,516
DfE Basic Needs 2014/15	6,718							6,718		6,718
OLF Burgess Park BMX track					378			378		378
OLF Burgess Park BMX track					203			203		203
OLF Burgess Park BMX track					100			100		100
OLF Burgess Park BMX track					75			75		75
OLF Burgess Park BMX track					122			122		122
Peckham Rye Station rediscovering Grand Staircase					10			10		10
Rosenthorpe Road Public Space Improvement					10			10		10
TABARD STREET ENVIRO					30			30		30
Adult PSS Capital Allocations		1,706						1,706		1,706
Principal Road Renewal							196			196
Bridge Assessment & Strengthening							759			759
Corridors, Neighbourhoods & Supporting Measures							457			457
Major Schemes(Camberwell)							400			400
P12 Route Improvements							10			10
Cycle Lane in Maltby Street							37			37
Cycling On Greenways							250			250



## Funded virements and variations for approval

	Children's Services	Adult Social Care	Southwark Schools for the Future	Finance and Corporate Services	Environment	Housing General Fund	Chief Executive	General Fund Programme Total	Housing Investment Programme	Total Programmed Expenditure
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cycle Superhighways Smarter Travel							117	117		117
Camberwell Town Centre							(345)	(345)		(345)
Upgrade of Heating Systems								0	4,000	4,000
East Dulwich Estate									1,500	1,500
HINE additional works									4,573	4,573
<b>Total to be approved at Q1</b>	<b>15,952</b>	<b>1,706</b>	<b>0</b>	<b>0</b>	<b>928</b>	<b>0</b>	<b>1,881</b>	<b>20,467</b>	<b>10,073</b>	<b>30,540</b>
<b>Total Budget Variations</b>	<b>15,952</b>	<b>1,706</b>	<b>0</b>	<b>0</b>	<b>928</b>	<b>0</b>	<b>1,881</b>	<b>20,467</b>	<b>10,073</b>	<b>30,540</b>
<b>REVISED BUDGETS</b>	<b>88,824</b>	<b>13,670</b>	<b>47,013</b>	<b>21,959</b>	<b>89,253</b>	<b>25,434</b>	<b>56,399</b>	<b>342,552</b>	<b>328,159</b>	<b>670,711</b>
<b>VARIATIONS REQUESTED TO BE APPROVED</b>										
<b>FINANCED BY:</b>										
Capital Receipt								0	(23,421)	(23,421)
Major Repairs Allowance								0	(106)	(106)
Reserves		2,615			378			2,993	16,537	19,530
Revenue		(2,615)						(2,615)	16,537	13,922
Capital Grant	15,952	1,706			307		1,844	19,809	527	20,336
Section 106 Funds					343		(63)	280		280
External Contribution								0		0
Internal Borrowing								0		0
<b>TOTAL RESOURCES</b>	<b>15,952</b>	<b>1,706</b>	<b>0</b>	<b>0</b>	<b>1,028</b>	<b>0</b>	<b>1,781</b>	<b>20,467</b>	<b>10,073</b>	<b>30,540</b>

## General Fund Capital Programme Details

Capital Programme 2013/14 - 2021/22	Children's & Adult Services - Children's Services			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
Children's Centres	242	0	0	242
3 Primaries	5,231	3,500	679	9,410
Cherry Garden Special School	750	10,564	1,150	12,464
Lynhurst expansion and refurbishment	2,469	2,998	0	5,467
Rotherhithe (BSF)	0	0	10,000	10,000
Primary Temporary Expansion	2,555	0	0	2,555
Carbon Reduction in schools	376	500	0	876
Capital Works for Free Healthy School Meals	247	0	0	247
Other primary projects	1,137	0	0	1,137
Youth Services Projects	205	352	0	557
Peckham One O'clock Club	400	370	0	770
Troubled Families	100	300	0	400
Misc projects & primary strategy programme	558	19,500	421	20,479
DfE Basic Needs and Maintenance Grants	810	22,043	0	22,853
Other grant allocations	767	600	0	1,367
<b>Children's Services Total</b>	<b>15,847</b>	<b>60,727</b>	<b>12,250</b>	<b>88,824</b>
Capital Programme 2013/14 - 2021/22	Children's & Adult Services - Adult Services			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
Southwark Resource Centre	233	42	0	275
Adult PSS Capital Allocations	1,050	2,145	0	3,195
Transformation of Adult Care Accommodation	0	7,000	0	7,000
Transformation of Learning Disability Care	600	600	0	1,200
Centre of Excellence	1,500	500	0	2,000
<b>Adult &amp; Social Care Total</b>	<b>3,383</b>	<b>10,287</b>	<b>0</b>	<b>13,670</b>

## General Fund Capital Programme Details

Capital Programme 2013/14 - 2021/22	Southwark Schools for the Future			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
Walworth Academy	368	0	0	368
St Michaels and All Angels (SMAA) & Highshore	10,395	0	0	10,395
New School Aylesbury	148	827	0	975
Rotherhithe (CW new school)	0	0	19,622	19,622
Notre Dame (VA)	430	0	0	430
Bredinghurst / KS3 SILS	101	6,668	0	6,769
ICT	934	1,816	69	2,819
Contingency & Retention payments	116	0	5,519	5,635
<b>Southwark Schools for the Future Total</b>	<b>12,492</b>	<b>9,311</b>	<b>25,210</b>	<b>47,013</b>
Capital Programme 2013/14 - 2021/22	Finance and Corporate Services			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
Information Services	361	266	919	1,546
Upgrade of IT infrastructure	5,000	0	0	5,000
Property Works Programme	328	0	450	778
Works to Council Buildings - DDA	283	422	880	1,585
Essential upgrade of Carefirst system	1,000	1,800	0	2,800
PPM & Compliance Programme	0	0	10,250	10,250
<b>Finance and Corporate Services Total</b>	<b>6,972</b>	<b>2,488</b>	<b>12,499</b>	<b>21,959</b>

## General Fund Capital Programme Details

Capital Programme 2013/14 - 2021/22	Environment & Leisure			Total
	2013/14	2014/15	2015/16+	
Description of Programme / Project	£'000	£'000	£'000	£'000
Kingswood House Refurbishment	0	0	250	250
Thomas Calton Centre refurbishment	521	0	0	521
Camberwell Leisure Centre Phase 2	51	0	0	51
Pynners Sports Ground reinstatement works	100	0	0	100
Seven Islands Leisure Centre Refurbishment	0	3,000	5,000	8,000
Southwark Park Sports Complex OLF allocation	210	160	0	370
Other OLF Projects	1,528	15	0	1,543
RFIDs	101	124	0	225
Grove Vale Library	0	360	0	360
Canada Water Public Art	72	0	0	72
Peckham Pulse Option 1 & 2	921	1,400	0	2,321
Leisure centres Lifecycle maintenance	120	295	0	415
Livesey Museum	99	0	0	99
Community Safety	1,317	0	0	1,317
SDM Essential H & S Requirements	771	0	0	771
Parking contract upfront capital costs	850	0	0	850
Walworth Road	47	0	0	47
Street care - Non Principal Roads Programme	6,182	5,050	28,000	39,232
Street metal works - Lamp column replacement	485	500	3,500	4,485
Cemetery Strategy	1,032	2,900	1,510	5,442
Burgess Park Revitalisation Project	421	0	0	421
GMH Park accommodation refurbishment	120	0	0	120
Crematoria Lodges refurbishment	380	0	0	380
Other parks projects	708	0	0	708
Parking Design Projects	105	0	0	105
Southbank accessibility improvements	455	0	0	455
Connect 2	297	0	0	297
Other public realm projects funded by S106	366	121	0	487
Cleaner Greener Safer programme	4,349	1,880	11,280	17,509
Integrated Waste Solutions Programme	2,150	0	0	2,150
Southwark Heat Network	150	0	0	150
<b>Environment &amp; Leisure Total</b>	<b>23,908</b>	<b>15,805</b>	<b>49,540</b>	<b>89,253</b>

## General Fund Capital Programme Details

Capital Programme 2013/14 - 2021/22	Housing General Fund			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
East Peckham and Nunhead Housing Renewal	2,372	1,076	0	3,448
Empty Homes Grant	413	0	0	413
Homes Improvement Grant	2,047	1,646	10,114	13,807
Small works grants	95	71	456	622
Home repair loan	705	372	1,459	2,536
Home repair grant	228	178	869	1,275
Landlord grants	163	95	171	429
Southwark moving on grant	20	0	0	20
Renewal area solar heating	420	0	0	420
Bellenden	71	40	0	111
LCZ group repairs - private	699	181	0	880
Ilderton travellers site wall	300	0	0	300
Springtide travellers site	718	0	0	718
Affordable Housing Fund 122-148 Ivydale	455	0	0	455
<b>Housing General Fund Total</b>	<b>8,706</b>	<b>3,659</b>	<b>13,069</b>	<b>25,434</b>
Capital Programme 2013/14 - 2021/22	Chief Executive			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
Public Realm & Open Spaces Improvements	886	1,441	0	2,327
Borough & Bankside Streetscape Improvement	61	87	0	148
Bermondsey Streetscape Improvements	438	88	0	526
Improvements to Local Retail Environments	333	0	0	333
Tourism Infrastructure	202	0	0	202
Transport Infrastructure & Public Realm Improvements	5,239	1,903	0	7,142
Systems Upgrade	16	0	0	16
Planning and Transport	59	0	0	59
Surrounds	145	6,800	0	6,945
Major Schemes	267	0	0	267
Space	634	640	500	1,774
Canada Water Library	642	378	0	1,020
Bermondsey Spa Public Realm Improvements	654	238	0	892
& Community Sector Estate	0	1,031	0	1,031
Construction of a Community Centre	520	0	0	520
Spa Rd Railway Arch Improvements	5	0	0	5
Refurbishment of Office Accomodation	81	0	0	81
Lease of New Office Accomodation	526	0	0	526
assets	610	73	0	683
Acquisition of New Office Accomodation	2,585	421	0	3,006
Construction of Elephant & Castle Leisure Centre	9,366	9,570	0	18,936
Regeneration of Peckham Rye station and surrounds	1,757	4,281	3,922	9,960
<b>Chief Executive Total</b>	<b>25,026</b>	<b>26,951</b>	<b>4,422</b>	<b>56,399</b>

## General Fund Capital Programme Details

Capital Programme 2013/14 - 2021/22	Total General Fund Programme			Total £'000
	2013/14 £'000	2014/15 £'000	2015/16+ £'000	
Total Expenditure	96,334	129,228	116,990	342,552
Total Resources	82,689	87,899	156,739	327,327
Forecast variation (under)/over	13,645	41,329	(39,749)	15,225
Cumulative position	13,645	54,974	15,225	

<b>Item No.</b> 19.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Motion Referred from Council Assembly	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Council Assembly	

### RECOMMENDATION

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

### BACKGROUND INFORMATION

2. Council assembly at its meeting on Wednesday 10 July 2013 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. The final decisions of the cabinet will be reported back to the next meeting of council assembly. When considering a motion, cabinet can decide to:
  - Note the motion; *or*
  - Agree the motion in its entirety, *or*
  - Amend the motion; *or*
  - Reject the motion.

### KEY ISSUES FOR CONSIDERATION

4. In accordance with council assembly procedure rule 2.10(6), the attached motions were referred to the cabinet. The cabinet will report on the outcome of its deliberations upon the motions to a subsequent meeting of council assembly.
5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the cabinet for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis.
6. Any key issues, such as policy, community impact or funding implications are included in the advice from the relevant chief officer.

**BACKGROUND DOCUMENTS**

Background Papers	Held At	Contact
Council agenda 10 July 2013 <a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&amp;MId=4574&amp;Ver=4">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=132&amp;MId=4574&amp;Ver=4</a>	Report on the council's website	Lesley John Constitutional Team 020 7525 7228

**LIST OF APPENDICES**

Number	Title
Appendix 1	Welfare Reform
Appendix 2	Drummer Lee Rigby and Faith Communities in Southwark
Appendix 3	Surrey Docks Brown Brick
Appendix 4	East Dulwich and Rye Lane Crown Post Offices
Appendix 5	Door Entry For The Dickens Estate
Appendix 6	Robin Hood Tax
Appendix 7	Northern Line Extension

**AUDIT TRAIL**

<b>Lead Officer</b>	Alexa Coates, Principal Constitutional Officer	
<b>Report Author</b>	Lesley John, Constitutional Officer	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Chief Executive	Yes	No
Strategic Director of Environment and Leisure	Yes	Yes
Strategic Director of Housing and Community Services	Yes	Yes
Strategic Director of Finance and Corporate Services	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Constitutional Team</b>	5 September 2013	



**APPENDIX 1****Welfare Reform**

At council assembly on Wednesday 10 July 2013 a motion entitled 'Welfare Reform' was moved by Councillor Neil Coyle and seconded by Councillor Cleo Soanes. The motion was agreed and stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

That council assembly:

1. Is gravely concerned by the impact the Tory Liberal Democrat government's welfare reforms is having on Southwark's most vulnerable residents.
2. Notes that more than 10% of Southwark's population are affected by the range of welfare cuts. More than 4,000 by the bedroom tax, over 24,000 by the government's £2.8m council tax benefit cut (including over 16,000 who are in work), thousands by changes to DLA beginning this year and hundreds more by the benefit cap from later this year.
3. Notes that local advice and support organisations are seeing a steep rise in demand for help. Over 500 people were fed by foodbanks in Southwark in April alone (compared with 100 in April 2012) and the provider estimates 30 tons of food will need to be distributed to meet demand this year. 10% of the recipients are in work. Southwark's Citizen Advice Bureaux saw a 40% jump in demand for help this year but legal aid cuts mean the loss of the equivalent of 4 full time advisors across Southwark Legal Advice Network.
4. Notes the action taken by the council to deal with these changes including:
  - Labour's £800,000 Hardship Fund; £400k of which is targeted towards local disabled people and carers
  - An extra £400,000 went into helping people downsize homes to avoid the bedroom tax
  - The Social Fund replacement scheme (the Southwark Emergency Support Scheme)
  - More than 700 people have been supported face to face at the partnership events – Southwark's partnership work is being held up by (national) Citizens Advice as an example of good practice and a model for other councils to adopt.
5. Regrets Simon Hughes's unequivocal support for the government's welfare reforms despite claiming the benefits cap would "drive families apart". It also regrets that Simon Hughes has dismissed reports of a fivefold increase in people claiming discretionary housing payments as "alarmist". It regrets that he has refused to meet with local organisation such as Cooltan Arts to discuss the impact of the reforms and that he missed the "Frontline Welfare" event despite being specifically asked to attend.

## 6. Calls on cabinet to:

- Continue to work constructively with advocacy groups in the borough to ensure we are able to continue to support our most vulnerable residents
- Lobby the Department of Work and Pensions for increased funding for discretionary housing payments
- Continue to challenge Simon Hughes and the Liberal Democrats regarding their role in enabling the government's welfare changes.

**Comments of the Strategic Director of Housing and Community Services**

- (1) A discretionary housing payment leaflet has been distributed to all council and housing association tenants and private sector tenants who receive housing benefit. This leaflet explains that financial assistance that may be available to help towards the shortfall in housing benefit received by the households.
- (2) A letter has been issued to all council and housing association tenants under-occupying and also to tenants who are overcrowded in an attempt to produce mutual exchanges between these two groups of tenants to meet the housing and financial needs of the households.
- (3) Monthly surgeries are now taking place across Southwark to target tenants and customers affected by the welfare reforms. These surgeries are conducted in partnership with the citizens advice bureau.
- (4) 67 households moved to smaller accommodation in the first three months of the financial year through the SMART Moves initiative. This initiative targets customers who are under-occupying council and housing association accommodation.
- (5) Job Centre Plus surgeries are now conducted at the homelessness and housing options service to ensure tenants and customers can access housing and employment advice through a seamless service provision.
- (6) Southwark Works also conduct surgeries at the homelessness and housing options service to ensure tenants and customers can access housing and employment advice through a seamless service provision.
- (7) The new housing allocations scheme will prioritise the re-housing of customers affected by the welfare reforms for example the highest priority on the housing register will be awarded to households who are under-occupying council and housing association properties.
- (8) The homelessness and housing options and housing operations service is working in partnership with the credit union and the citizens advice bureau to hold weekly financial inclusion sessions for all new tenants to ensure they are fully aware of the welfare reforms and how to successfully budget the households finances.

- (9) The service is working in partnership with the PECAN food bank to ensure customers affected by welfare reforms can access the food bank for emergency provisions.
- (10) The monthly Money Savvy workshops in partnership with the citizens advice bureau are proving successful with 75 tenants attending these drop in sessions every month.
- (11) The council has obtained approval from the Department of Communities and Local Government to use £1 million of housing revenue account funding as additional discretionary housing payments to ensure the DHP budget will increase from £1.1 million to £2.1 million. The additional £1 million will be for council tenants to help to reduce rent arrears and improve the financial well-being of the households.

**APPENDIX 2****Drummer Lee Rigby and Faith Communities in Southwark**

At council assembly on Wednesday 10 July 2013 a motion entitled 'Drummer Lee Rigby and Faith Communities in Southwark' was moved by Councillor Michael Bukola and seconded by Councillor The Right Revd Emmanuel Oyewole. The motion was agreed and stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

That Council:

- Registers its abhorrence at the appalling and savage murder of Drummer Lee Rigby on the streets of south-east London on 22 May 2013, and extends sympathy to his family.
- Welcomes the critical response to the murder by UK Islamic organisations including the Southwark Muslim Forum, and the cohesion shown by Londoners in condemning the attack, and rejects the divisive agenda of far-right groups who seek to use the murder for their own political ends.
- Recognises the concern from the Islamic community in Southwark about the reported rise in Islamophobic incidents since the murder, including a number of attacks on mosques across the country.
- Notes the excellent work within the Old Kent Road Mosque and Islamic Cultural Centre in bringing together Muslims of all races, and acting as a meeting place for visiting Nigerian Muslims to London.
- Looks forward to the continued involvement of the mosque within Southwark's Multi-Faith Forum.
- Reasserts its support for the charity Help for Heroes and the work it does to support wounded service men and women and their families.

**APPENDIX 3****Surrey Docks Brown Brick**

At council assembly on Wednesday 10 July 2013 a motion entitled 'Surrey Docks Brown Brick' was proposed by Councillor Lisa Rajan and seconded by Councillor David Hubber. The motion was subsequently amended and the amended motion stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

That Council:

1. Notes the distinctive brown brick paving in parts of Surrey Docks and Rotherhithe wards and its contribution to the character of the area. Also notes that this style of paving was introduced during the development of the area by the London Docklands Development Corporation (LDDC) in the 1980s, is used extensively in the area and is much valued by local residents.
2. Recognises that many of the roads and pavements in the areas around Greenland Dock, South Dock, Canada Water, Surrey Water, Russia Dock Woodland and the Albion Channel have been adversely affected by subsidence issues due to their construction on land reclaimed from historic docks and waterways in the area, and that this has manifested itself in paving that is often severely disrupted by tree roots and subterranean ironworks.
3. Also recognises that the LDDC's over-zealous tree planting strategy in the 1980s, in which they assumed a much lower survival rate than turned out to be the case, has led to a higher than expected number of London Planes at higher than usual densities in the area, and that the height and root growth network of these trees compounds the paving disruption problems.
4. Acknowledges that the council's longstanding approach to paving and road repairs in this area has been reactive and ad hoc, and has largely involved removing the brown brickwork and replacing it with red, purple or black tarmac. In many instances, the disruptive tree roots were not shaved or cut, and consequently re-erupt through the tarmac within 18 months of the repair. An alternative approach on Rope Street, funded by Rotherhithe Community Council, levelled the ground and re-laid the original brown brickwork, and maintained the valued character of the street.
5. Welcomes the Greenland Dock Subsidence Feasibility Study, prepared by Mouchel, commissioned by Southwark Council, funded by Rotherhithe Community Council Cleaner Greener Safer fund and proposed by local residents.
6. Also welcomes the site meeting on 7 May 2013 attended by the strategic director of environment and leisure, senior highways officers and residents to discuss the problem.
7. Calls on cabinet to recognise the important character of the area.
8. Welcomes the work being done in partnership with the community council to address these issues.

**Comments of the Strategic Director of Environment and Leisure**

- (1) Officers recognise the distinctive character in the area and will seek to retain this character wherever possible, subject to budgetary and any technical constraints. For example, the repaving of Greenland Quay in the current financial year will be undertaken in new red brick, with the old bricks retained for reactive footway repairs in the area.
- (2) The council's streetscape design manual officially recognises this distinctive character and officers are currently preparing a special 'Rotherhithe' palette of standard materials to reflect this. This palette will be formalised by December 2013.

**APPENDIX 4****East Dulwich and Rye Lane Crown Post Offices**

At council assembly on Wednesday 10 July 2013 a motion entitled 'East Dulwich and Rye Lane Crown Post Offices' was proposed by Councillor Mark Glover and seconded by Councillor Nick Dolezal. The motion was agreed and stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

1. That council assembly is concerned that the Post Office is planning to downgrade Crown Services at Rye Lane and East Dulwich to retail operators.
2. That council assembly notes that at present the Post Office does not have any retail partners for Rye Lane and East Dulwich Crown Post Offices and is concerned that this move will lead to a relocation of offices, provide an inferior Post Office Service and will have a hugely detrimental impact on the quality of specialist services for local residents. It also believes it will lead to the recruitment of new staff on significantly lower pay, terms and conditions. Moreover the specialist trained and committed services and staff will be lost in these offices.
3. That council assembly offers its support to the campaign to protect the Rye Lane and East Dulwich Post Offices in these locations and calls on cabinet to:
  - Work with local councillors to write to the Parliamentary Under-Secretary of State with responsibility for Post Offices, informing them of the concerns regarding Rye Lane and East Dulwich Crown Post Offices
  - Seek assurances from the Minister that any successful franchisees for Crown Post Offices will be strongly encouraged to pay their staff the London Living Wage.

**APPENDIX 5****Door Entry for the Dickens Estate**

At council assembly on Wednesday 10 July 2013 a motion entitled 'Door Entry for the Dickens Estate' was proposed by Councillor Eliza Mann and seconded by Councillor Anood Al-Samerai. The motion was subsequently amended and the amended motion stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

1. That Council is pleased that door entry systems are now being included again in major works plans.
2. That Council recognises that residents of Wade House, Bardell House, Tupman House and Micawber House have experienced serious problems with crime, rough sleepers and vandalism.
3. That Council notes that, as is often the case, while new security works are being installed on one block, ASB does not remain static and will travel from block to block. This is evidenced by the request in 2011 from the then opposition spokesperson for housing for new security intercom systems for Burton House, claiming this was the priority for the area.
4. That Council recognises that since this request was made in 2011, incidences of crime and ASB have risen at Tupman House, Bardell House, Micawber House and Wade House.
5. That Council therefore welcomes the commitment made by the cabinet member for housing to meet with residents of the estate to discuss their priorities for security works on the estate.
6. That Council also welcomes the commitment by the cabinet member for housing to allocate extra funding to these blocks which will save money in the long run from crime and anti-social behaviour once those discussions with residents have taken place.

**Comments of the Strategic Director of Housing and Community Services**

- (1) The allocation of £725,000 for the installation of new door entry systems was agreed through the housing revenue account (HRA) savings redirection process.
- (2) Officers produced an indicative programme which was consulted upon through all area forums, which was presented and approved by cabinet in May 2013. Considering the overall need across the borough for door entry systems, requests greatly outstrip available funding in the short-term. We have tried to strike a balance between installing completely new systems and renewing/upgrading existing systems. Unfortunately, there are a number of existing systems that are obsolete and if they fail they will not be able to be reinstated. These are a priority from an engineering perspective.



- (3) Equally, in our programme there are 20 new systems proposed over the next two years. In year one, the Kinglake estate which has well documented high levels of antisocial behaviour is set as a priority. Cabinet made the decision to install 9 new systems to blocks that are experiencing the worst of the problems. The other proposed new systems have varying levels of antisocial problems and reported crimes.
- (4) In regards to Bardell House, Wade House, Micawber House and Tupman House a meeting is being arranged on behalf of the deputy leader and cabinet member for housing management with residents of the estate to discuss their priorities for security works on their estate and programming works in the future.

**APPENDIX 6****Robin Hood Tax**

At council assembly on Wednesday 10 July 2013 a motion entitled 'Robin Hood Tax' was proposed by Councillor Michael Situ and seconded by Councillor Patrick Diamond. The motion was agreed and stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

1. That council assembly notes the suffering forced upon local residents as a result of the Tory Liberal Democrat government's austerity programme which is unfairly targeting Southwark and its residents.
2. That council assembly believes that the levy of a financial transaction tax (FTT) on the speculative activities of banks, hedge funds and other financial institutions would help to alleviate some of this pressure and ensure the financial sector pays its fair share and helps to clear up the mess it helped create.
3. That council assembly therefore calls upon government to enact the FTT and use the revenues from this measure to reverse ongoing shrinkage in central grants to our council.

**APPENDIX 7****Northern Line Extension**

At council assembly on Wednesday 10 July 2013 a motion entitled 'Northern Line Extension' was proposed by Councillor Catherine Bowman and seconded by Councillor Graham Neale. The motion was subsequently amended and the amended motion stands referred to the cabinet as a recommendation.

**RECOMMENDATION**

That council assembly:

1. Notes Transport for London's (TfL's) plans to extend the Northern Line to Nine Elms and Battersea, and the consultation on the plans that closed on 18 June.
2. Notes with particular concern the plans for a temporary shaft to be constructed on Harmsworth Street and a permanent shaft in Kennington Park, both of which would have a considerable impact on the lives of Southwark residents.
3. Urges TfL to pursue the 'gallery tunnels' option for ground treatment work as an alternative to the Harmsworth Street temporary shaft, thereby minimising the disruption to local people.
4. Regrets TfL's decision to place the permanent shaft in Kennington Park on the site of the much-loved beekeeper's lodge, and urges TfL to ensure that the relocation plan provides a suitable environment for the bee population and meets the requirements of Bee Urban and concerned local residents.
5. Calls on cabinet to work with colleagues at Lambeth Council, the GLA and TfL to obtain the best deal for Southwark residents affected by the plans.
6. Notes the letter from the cabinet member for transport, environment and recycling to TfL which already addresses the above points.

<b>Item No.</b> 20.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Wilkinson House Dewar Street London SE15 – Surrender of Lease	
<b>Ward or groups affected:</b>		The Lane	
<b>Cabinet Member:</b>		Councillor Richard Livingstone, Finance, Resources and Community Safety	

**FOREWORD - COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY**

The decision by the receiver for Cherry Croft Care Home Ltd to put Wilkinson House up for sale has created a unique opportunity for the council to purchase a strategic plot of land at a price that represents very good value for money for the council.

This purchase will provide land to help realise the council's ambition to build 10,000 new council homes in the borough.

**RECOMMENDATIONS**

That cabinet agrees:

1. To accept a surrender of the lease of this property on the terms set out in the closed version of the report.
2. That proposals are brought forward for the regeneration of the property and its site.

**BACKGROUND INFORMATION**

3. Wilkinson House is shown edged and hatched on the plan at Appendix 1. The freehold interest in the property is held by the council but is subject to a lease of 125 years from 25 March 1993 in favour of a care home provider.
4. The property comprises a one and two storey residential home with a separate bungalow of traditional brick and tile construction. It is a purpose built facility that appears to be approximately forty years old. It provides sixty-two bedrooms.
5. The property was directly operated by the council but the decision was taken in the 1990s for it to be transferred to an external care provider. This was a common approach by local authorities at the time to address the service and financial challenges of institutional care facilities.
6. As a result of long standing concerns about the quality of the nursing and care services provided by Abbey Health Care at Cherrycroft Care Home Ltd (the trading name used by the provider for the services at the property) the council took a decision to move residents it had placed at this home to alternative

nursing and care home earlier this year. As a consequence of this decision, the property is now vacant.

7. The care operator used the lease as financial collateral and as a result of default the lender has put the operator into receivership. The receiver is obliged to realise the assets of the operator including the lease.

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

8. The receiver has invited offers for the lease and a council offer has been submitted and accepted. Details of the offer are contained in the closed version of this report.
9. By taking the surrender, control of the property will revert to the council. As can be seen on the plan, the property is situated in a predominantly residential area and is vulnerable to squatting particularly as a result of a change in the law last year that has displaced squatters from vacant residential properties to vacant non-residential ones. Squatting of this building will give rise to community anxiety and potentially anti-social behaviour and nuisance to nearby residents.
10. This is an opportunity rather than planned acquisition by the council. As a consequence, there is not a strategy in place for the property. Wilkinson House occupies a substantial site of almost an acre and is in a predominantly residential area that is close to shopping and bus and railway transport facilities. It is therefore an attractive regeneration prospect. However, it will take time in order to establish the planning potential, consult and determine aspirations for the site and how to achieve them. It is therefore recommended that if the surrender proceeds, work commences to produce a regeneration strategy that is brought to the cabinet for future approval.
11. As discussed in paragraph 10, a vacant non-residential building such as this is vulnerable to squatting. The best way of avoiding this is for the property to be occupied. There will inevitably be a time lag between the surrender completing and implementation of the regeneration strategy discussed at paragraph 11.
12. The council's Temporary Accommodation, Procurement and New Initiatives service is under considerable pressure at the moment and is having to make out of the borough placements to discharge statutory duties. This is far from ideal for users and is very costly to the council. The subject property can therefore be utilised in the short-term for temporary accommodation purposes. This will protect it from squatting and enable more Southwark temporary accommodation clients needs to be met in the borough. There may be some local reluctance from residents close to Wilkinson House for this use but this will be managed by the Temporary Accommodation, Procurement and New Initiatives Team.
13. In line with the councils Fairer Future promises and Adult Social Care Vision, modern practice seeks where possible to support older people to remain in their homes for as long as possible. Therefore the loss of the subject property as a nursing and care home is not considered to have any immediate detrimental impact on adult social care provision in the borough.
14. As part of the proposed regeneration, the opportunity exists for the site to provide some specialist adult care dwellings and this will be reflected in the regeneration strategy for the site that will emerge.

**Policy implications**

15. There are no policy implications pertaining to the report's recommendations.

**Community Impact Statement**

16. The proposed surrender and the vacant property will mitigate the potential for the building to be squatted particularly once it is an operation temporary accommodation provider. As mentioned there may be some concern from the locality about this use but this can be managed through consultation and dialogue.
17. The regeneration of the site will enable additional housing to be provided that will assist in reducing the under-supply of housing in Southwark when compared with demand.

**Resource implications**

18. These are set out in the closed version of the report.

**SUPPLEMENTARY ADVICE FROM OTHER OFFICERS****Director of Legal Services**

19. The council has the power to acquire land for the purpose of one or more of the functions it is empowered to carry out in accordance with section 120 Local Government Act 1972.
20. In this instance, the council has previously taken a decision to move residents from the home because of concerns in relation to the standard of care. As a result, the home became vacant and indirectly led to the operating company failing to meet its mortgage obligations.
21. Acquiring the property will ensure that the council is able to control the site and ensure that it does not become subject to squatters. The acquisition will also contribute to the council being able to meet its obligations in providing temporary accommodation.
22. Furthermore, the site may have longer term redevelopment possibilities. If these are eventually realised, this will allow the council to promote or improve the economic, environmental and social well being of the area.

**Strategic Director of Finance and Corporate Services**

23. This is set out in the closed version of this report.

**Head of Specialist Housing Services**

24. Wilkinson House lends itself to being used as temporary accommodation, although the building will require considerable expenditure in works to bring it up to standard. The works will include fire risk assessment works and the refurbishment of all kitchen and bathroom areas, with the removal of specialist adaptations. We estimate that works could take up to 26 weeks.

25. In order for refurbishment costs to be recovered, it is recommended that the building will need to be in operation for an absolute minimum of three years, preferably five.
26. However, using the building in this way would be hugely advantageous to the council as there will be significant savings to the council's general fund with the council placing homeless households in Wilkinson House as opposed to expensive and inappropriate bed and breakfast accommodation, which would cost the council in excess of £1m pa.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

## APPENDICES

No.	Title
Appendix 1	Plan of land

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Richard Livingstone, Finance, Resources and Community Safety	
<b>Lead Officer</b>	Eleanor Kelly, Chief Executive	
<b>Report Author</b>	Patrick McGreal - Property Services	
<b>Version</b>	Final	
<b>Dated</b>	6 September 2013	
<b>Key Decision</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Head of Specialist Housing Services	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		6 September 2013

Date 26/7/2013



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<b>Item No.</b> 21.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 2 – Contract Award Approval Semi-Independent Living Service	
<b>Ward(s) or groups affected:</b>		All Wards	
<b>Cabinet Member:</b>		Councillor Dora Dixon-Fyle, Children’s Services	

### **FOREWORD – COUNCILLOR DORA DIXON-FYLE, CABINET MEMBER FOR CHILDREN’S SERVICES**

This council is committed to ensuring its children and young people realise their potential and that our most vulnerable are supported to live independent safe and healthy lives. We know that children and young people come into care for a variety of reasons and at different ages. We are committed to ensuring that as many children are adopted or placed with their family or with foster carers for as long as possible. Where these options are not available or sustainable it is vital that our young 16-17 year olds have access to the right support alongside good quality accommodation so they are able to realise their full potential.

This report recommends the award of a framework contract for semi independent living services, supporting the council’s commitments in its children and young people’s plan and delivering on its sufficiency duty. This contract introduces enhanced quality requirements from semi independent living providers and increases the supply of placements within seven miles of the borough, making it easier for young people to maintain contact with friends and family. This underlines the council’s commitment and focus on achieving the best outcomes for our young people, while making sure we have an effective mechanism for ensuring we get value for money when these placements are necessary.

### **RECOMMENDATIONS**

1. That the cabinet approve the award of a semi-independent living service framework for children in care to include the providers listed in Appendix 1 for a period of four years commencing on 14 October 2013 in the estimated maximum sum of £6.8m.
2. That the cabinet notes that the strategic director of children’s and adults’ services will award contracts for individual placements on the council’s preferred terms through the framework.

### **BACKGROUND INFORMATION**

3. Children come into care for a variety of reasons. Some enter at birth whilst others enter as either young children or teenagers. Children’s and Adults’ Services ensure that as many children as possible are adopted or placed with family members, but a significant majority remain in care for most of their childhood and adolescence.

4. Usually children's placement needs are met through the council foster carers, recruited, trained and supported by the council. In circumstances where it is not possible to meet a child's needs through the council's service, the council will commission a range of alternative placements which can provide more specialist support.
5. The semi-independent living service is provided when young people aged 17 to 18 (may be aged 16 in exceptional circumstances) are unable to remain settled in a fostering environment. This may be for a variety of reasons including the fact that some young people do not want any alternative family including their birth family. There are also a number of late entrants into the care system (aged 16 and 17) who come into care as a result of chaotic family lifestyles who simply will not settle or accept a fostering placement.
6. As at July 2013 there were 579 looked after children in Southwark, 27 with the semi independent living services, 439 with foster carers; 27 have been placed for adoption; 24 with placements in the community; 53 in specialist residential settings including those with profound disabilities; and 9 subject to court ordered parent and child assessment placements
7. Ofsted reported in June 2012 that looked after children and young people's economic well-being outcomes were adequate. The council is determined to improve this assessment and the Children and Young People's Plan, the Corporate Parenting Committee and the children in care commissioning strategy have identified this as a priority area for development.
8. Strong partnerships with Housing and Community Services are well established ensuring priority for care leavers through Supporting People arrangements and providing secure tenancies. The majority of responses to a perception survey show that most care leavers live in good or very good accommodation, however, almost one third do not feel they are living in the right location and some care leavers who spoke to inspectors had variable views on the suitability of their accommodation.
9. On 25 September 2012, cabinet approved a procurement strategy which would provide good quality accommodation to improve outcomes for this vulnerable group and as far as possible move away from costly spot purchasing. The strategy was to put a framework in place that captured leading best practice whilst at the same time ensuring an affordable high quality service. The framework would meet the overarching aim of the service to assist the council in implementing its role as corporate parent to help and assist vulnerable young people in care to make a successful transition to a healthy and productive adult life.
10. To achieve this the service was split into generalist and specialist lots for which applicants were invited to tender for the following placement types:

Generalist:

Lot 1a High Support 24/7	with 14 hours key worker support each week
Lot 1b Medium Support	with 7 hours key worker support each week
Lot 1c Low Support	with 3 hours key worker support each week

Specialist:

Lot 2 Parent and Child 24/7	with 14 hours key worker support each week
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Lot 3 Youth Offending Remand 24/7 with 20 hours key worker support each week

11. Clear referral pathways and procedures will be in place to ensure that the best possible placement fit is selected to respond to a child's bespoke needs, for example this will include if the placement is within a 7 miles radius from the Children's centre at Talfourd Place. The matching of a placement will involve the child's allocated social worker and be able to deliver appropriate responses in both planned and emergency situations.
12. The placement allocation will be as follows:
  - (i) Request first sent to Tier 1 providers with a response timeline of 72 hours.
  - (ii) If no match is made, the request will then be sent to Tier 2 providers to run alongside the Tier 1 requests.
  - (iii) If a suitable match is received from Tier 1 and Tier 2, priority will be given to the Tier 1 response.
  - (iv) In the event that two providers in the same Tier respond at the same time, then a decision will be taken based on the best possible placement fit.
13. There is no extension period for the framework. The prices are not index linked and are fixed for years 1 and 2. At the mid point review at the end of year 2 providers will then be asked to submit a new pricing schedule or confirm no price change.
14. The original intention was to award the contract on 27 May 2013, however additional time was taken before going to the market to work further on the specification and tender documents to ensure they were completely reflective of the councils needs.

**Procurement project plan (Key Decision)**

15. The table below provides an overview of the revised procurement timetable:

Activity	Completed by:
Place GW1 and GW2 on Forward Plan	15/08/2012
Approval of Gateway 1: Procurement Strategy Report	25/09/2012
Advertise the contract	5/10/2012
Closing date for expressions of interest	30/10/2012
Invitation to tender	02/05/2013
Information day for applicants	13/05/2013
Closing date for return of tenders	19/06/2013
Completion of evaluation of tenders	30/07/2013
DCRB Review Gateway 2 - Contract Award Report	7/08/2013
CCRB Review Gateway 2 - Contract Award Report	15/08/2013
Notification of forthcoming decision – despatch of cabinet agenda papers	27/08/2013
Approval of Gateway 2: Contract Award Report	17/09/2013

Activity	Completed by:
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	27/09/2013
Contract award	30/09/2013
Add to Contract Register	30/09/2013
Contract start (Subject to TUPE)	14/10/2013
Publish Contract Award Notice in OJEU	Within 48 days of contract award
Contract completion date	13/10/2017

## KEY ISSUES FOR CONSIDERATION

### Description of procurement outcomes

16. The successful delivery of this project has led to the establishment of a framework that reflects both current best practice and has an in-built programme of continuous improvement. More specific outcomes achieved include:
- A service capable of meeting the majority of the council's service requirements through both existing and new service providers.
  - The development of a clearer referral process which focuses on improved matches for young person's needs thereby resulting in better outcomes for children looked after.
  - An enhanced service specification built on extensive consultation with both internal key stakeholders and young people ensuring true client ownership and support of the service going forward.
  - New and enhanced performance monitoring arrangements which focus upon feedback from young people, social work teams and an independent reviewing officer.
  - Introduction of fixed pricing for standard placements and greater clarity on what is included within weekly costs.
  - Budget certainty via fixed costs for years 1 and 2.
  - A tiered system to provide on-going service provider incentives with regards to price and quality.
  - Establishment of a group to work with providers to seek continuous service improvements and incentives to maintain good performance.

### Policy implications

17. The 'sufficiency duty' under section 22G of the Children's Act 1989 requires the council to secure sufficient accommodation for looked after children. This requires local authorities to take steps that secure, so far as is reasonably practicable, sufficient placements within the authority's area to meet the needs of young people that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with placements which are within the local authority's area.
18. The council must consider the benefits of securing a range of accommodation through a number of providers. The accommodation must also meet the assessed needs of children.

19. This means having the right placement in the right location, at the right time which is a vital factor in improving placement stability. Stability is known as the critical success factor in relation to better outcomes for looked after children.

### **Tender process**

20. As a Part B service, the council was not obliged to issue an OJEU notice, however in order to ensure all market areas were covered, a voluntary notice was issued. In addition, adverts were placed on the council's website, Community Action Southwark website, in Community Care and other similar trade journals. Existing providers and other known providers were also alerted to the advert being placed on the council's website.
21. The project team worked with service leads, corporate procurement, legal, children's services finance, contract and performance improvement team and health and safety services to develop the tender documentation including the service specification, pre-qualification questionnaire (PQQ) and the quality and pricing evaluation methodologies.
22. Following direction provided by the strategic director of children's and adults' services, prior to the ITT stage, the weightings applied to price and quality were altered from those reported at the Gateway 1 (procurement strategy approval) and those applied at PQQ stage. This change was made in response to recent national events and OFSTED recommendations to ensure those meeting children's needs and their placement experience are given greater importance in the contract award process. It was therefore decided to increase the percentage weighting allocated to quality from 30% to 40% (with price accordingly falling from 70% to 60%). Applicants invited to tender were informed of this decision.
23. As a Part B service, the full EU procurement rules did not apply, however the spirit of the restricted procedure was applied as follows:

#### Stage One – Pre-Qualification Questionnaire (PQQ)

24. Method statements were used to assess the technical section, for which there was a minimum pass mark. The short listing process also included an assessment of capacity. The financial, health and safety and equalities sections were assessed as pass or fail. For the financial assessment, a minimum financial operating threshold of £0.5m was set. In order to assess the financial and economic standing and technical capacity and ability PQQs were evaluated in accordance with the criteria as set out in the EU Procurement Regulations. The final PQQ evaluation methodology was signed off by the commissioning board.

#### Stage Two - Invitation to Tender

25. Applicants were invited to tender if they demonstrated that they had sufficient safeguarding and technical capacity and financial and economic standing.

#### Safeguarding Assessment - Satisfactory score of 2

26. The council introduced a further method statement concerning health and safety /safe guarding practice for all applicants to address, in response to issues identified at the health and safety assessment carried out at PQQ stage. Every

applicant was required to achieve at least a 'satisfactory' score in this, all the applicants passed.

#### Quality Assessment (40%)

27. Method statements were used to evaluate applicants against the following quality criteria, for which there was an overall pass mark of 55% (50% for specialist lots). No applicant that did not attain the minimum pass mark could progress to the price assessment stage. The method statements covered the following topic areas:

- Strategic plan and strategy to increase capacity to provide placements within a 7 mile radius of the council's children looked after Resource Centre, Talfourd Place.
- Strategy for minimising placement breakdown.
- Feedback from young people to shape and improve services
- Promoting health and attainment
- Approaches to transition including preparation for living independently.
- Specific requirements of the service specification

#### Price Assessment (60%)

28. A price evaluation model was prepared with finance colleagues and applicants were asked to complete a pricing schedule which required them to separately cost the various aspects of the service, including:

- Setting a standard weekly fee and specialist services for high, medium and low support, parent and child placements and placements subject to remand (court) status.
- Additional key worker hourly price.
- The council scored the sustainability of the standard weekly fee by assessing the breakdown of costs completed in the pricing schedule.
- The council sought a volume discount for the total spends.

#### **Tender evaluation**

29. Evaluation panels were made up of representatives from finance, children looked after service, young people in care, youth offending service and the quality assurance and safeguarding service. Officers from legal, corporate procurement and service commissioning were consulted as required throughout the process.

30. The council received 46 expressions of interest and all were sent out Pre Qualification Questionnaires (PQQs). On the return date, 18 completed PQQs were received and 28 applicants did not make a return. During the expressions of interest and the clarification process it was identified that some applicants were either not in a position to procure accommodation from the private sector or they did not meet the minimum financial operating threshold of £0.5m.

31. By applying the short listing criteria, a shortlist of 14 applicants was produced with 4 applicants failing to pass the technical assessment. The 14 shortlisted applicants were invited to tender and could apply for any or all of the service categories (Lots).

32. To support the applicants through the process and encourage on-going participation the council invited those shortlisted to an information / question and answer session and a tour of the children looked after, Resource Centre at Talfourd Place a few days after the invitation to tender documents (ITT) had been issued.
33. This venue was selected as the specification requires providers to facilitate foster carer/s supporting young people to make full use of the comprehensive range of services at this site. Resources and advisors are available which include a group worker, drop-in service, women's worker, personal adviser from 17.5 years, connexions adviser, employment adviser and looked after child nurse.
34. The 14 shortlisted applicants were invited to tender by email on 2 May 2013 with a response deadline for completed tenders of 12.30pm Wednesday 19 June 2013. 10 tenders were returned by this date. The other 4 applicants withdraw for commercial reasons and a further 1 applicant failed the quality evaluation.
35. The top ranked applicants for generalist and specialist services were allocated to Tier 1 and the remaining successful applicants for the framework were allocated to Tier 2. Under the evaluation methodology it was agreed that there would be an even split between tiers, unless there was an odd number, where the higher number would then go into Tier 1. Please see Appendix 1 for price submissions for all the service categories (Lots).
36. To support the selection process, applicants were required to provide core information concerning the total of young people they had available for looked after children aged 16 -18 as at April 2012. This was further broken down to include proximity to the council (7 miles) and ethnicity.
37. This information was then used by the council to ensure providers selected for the framework would have sufficient capacity to meet the level and range of identified needs. One of the specific aims of the framework process was to also attract new providers who whilst not being able to provide an immediate portfolio cohort of local accommodation and service could over the four year framework period, be able to work in partnership with the council to develop additional local capacity.
38. The table below is a summary of the scores and the number of providers in each tier for each service category:

#### Generalist

There was a total of 10 applicants, of which, 1 failed to pass the generalist quality threshold of 55%. From the total of 9 successful applicants, it is proposed to place 5 in Tier 1 and 4 in Tier 2 as indicated in para 35.

Proposed Applicants	Weighted Price	Quality Weighted	Total
<b>Tier 1</b>			
Provider A	49.29	29.20	78.49
Provider B	49.54	28.80	78.34
Provider C	45.38	25.60	70.98
Provider D	44.01	25.20	69.21
Provider E	43.78	23.20	66.98
<b>Tier 2</b>			
Provider F	44.75	22.00	66.75
Provider G	43.91	22.00	65.91
Provider H	40.84	23.60	64.44
Provider I	39.41	24.40	63.81

### Specialist - Parent and Child

From a total of 9 successful generalist applicants, 6 applied for and passed the specialist threshold of 50%, it is proposed to place 3 in Tier 1 and 3 in Tier 2.

Proposed Applicants	Weighted Price	Quality Weighted	Total
<b>Tier 1</b>			
Provider H	47.68	24.00	71.68
Provider G	38.88	24.00	62.88
Provider A	29.75	32.00	61.75
<b>Tier 2</b>			
Provider C	35.32	24.00	59.32
Provider F	32.27	24.00	56.27
Provider I	30.65	21.60	52.25

### Specialist – Alternative to Secure Remand

From a total of 9 successful generalist applicants, 5 applied for and passed the specialist threshold of 50%, it is proposed to place 3 in Tier 1 and 2 in Tier 2.

Proposed Applicants	Weighted Price	Quality Weighted	Total
<b>Tier 1</b>			
Provider I	49.04	24	73.04
Provider D	40.48	28	68.48
Provider G	38.00	22	60.00
<b>Tier 2</b>			
Provider F	35.83	20	55.83
Provider E	30.60	24	54.60

### Plans for the transition from the old to the new contract

39. The council currently has interim service provision arrangements with a number of providers. Where these providers have been successful in being admitted to the framework, any existing placements with them will transfer onto the new



framework terms and conditions, including pricing. There are currently 13 providers, 5 have not applied, 3 have applied but failed, 4 have been proposed to Tier 2 and 1 has been proposed to Tier 1.

40. Where an existing provider has not been admitted to the new framework, either because they did not participate in the procurement process, or did and were unsuccessful, current placements will remain in place under existing terms and conditions and pricing, however monitoring and management arrangements will be aligned with those of the new framework so as to ensure service consistency.
41. Legal services have advised that the conditions applying to TUPE are not met in the engagement of providers on spot contracts. This was highlighted in the procurement documentation although making it clear that all applicants should seek their own independent advice and that no warranty was given regarding the effect or impact of TUPE.
42. In addition the following internal operational changes have/are due to be take place:
  - New service to be communicated through the Children's Service Transformation Programme (Social Works Matters).
  - Specific workshops to be set up with the independent reviewing officer team, placements service and senior children looked after management teams.
  - The joint Children's and Adults' Commissioning merger has incorporated the operational changes involved for commissioning staff and providers.
  - The development of a placement team's operational manual.
  - Information to be developed in the children looked after handbook for social work staff.
  - The establishment of a framework operational group to involve the participation of invited service providers for the purposes of developing the operation and processes of the framework and reviewing new guidance as it arises.
  - Communicating with all the existing providers who were not admitted to the framework to begin the alignment of management arrangements.

#### **Plans for monitoring and management of the contract**

43. The Directorate of Strategy and Commissioning, Children's and Adults' services is the department responsible for managing the contract. The performance mechanism for this framework includes:
  - Quarterly Monitoring
  - Annual Monitoring
  - Annual Performance Assessment
  - A Mid Term Tier Review
44. The council shall undertake service review processes to ensure providers are delivering the best possible quality and outcomes for its looked after children. These processes and the specification reflect best practice and are designed to keep young people safe. The council shall always be alerted if there are any concerns relating to the safety of a child/young person.
45. The key performance indicators for all young people include:
  - Unplanned moves

- Status of employment / education and training
  - Independent living skills and remedial steps
  - Arrested/warned/ reprimanded or convicted
  - Placement planning meetings
  - GP registration, dental and health assessments
  - Weekly sport/classes
  - Risk assessment (including health and safety practice)
46. The council recognises that some young people can be extremely challenging and may not achieve expected outcomes despite first class practice interventions. In these circumstances the provider's performance against any key performance indicator where the standard was not reached, shall be considered taking into account the provider's summary report for the young person and feedback provided from their social worker, independent reviewing officer and the council's placement panel. This additional information shall be used to determine whether it is fair to conclude that more could have been reasonably done by the provider to support the young person to meet their desired outcome(s).
47. An annual performance review will be carried out to assess performance concerning outcomes for children and to ensure providers are fit to remain in tier one. This assessment will include for example:
- Their capacity to provide placements within a 7 mile radius of the borough.
  - Outcomes for children and young people including success in supporting independence skills.
  - Feedback from young people
  - Unplanned endings of placements.
  - Approaches to safeguarding.
  - The specific requirements of the service specification.
48. The main aims of the annual performance assessment are to:
- Determine if a provider is achieving the required standards
  - Discuss a provider's performance
  - Identify any working/partnership areas which need development
  - Determine the impact of any actions and activities set at earlier annual performance assessment meetings and change or revise them, as appropriate.
  - Agree actions and activities to improve performance/working practices for both parties.
49. If the quarterly and annual review processes indicate any trend concerning outcomes or a serious concern relating to specific young person, providers may be required to develop an intervention/improvement plan in partnership with the commissioning team and children looked after service. Milestones and timescales for the intervention plan shall be agreed relating specifically to any issue, trend or the number and degree of key performance indicators which have not been met. In all cases however an absolute maximum period of six months for the intervention is permissible, at the end of which appropriate action will be taken if sufficient improvement is not evidenced.
50. To ensure providers maintain high standards, a major incentive has been built into the framework by way of the tier system. At the end of year two (contract

mid point) a pricing review will be undertaken to ensure on-going best value. It will be made clear to providers that to remain or move to tier one their service quality must be high and ongoing pricing must be competitive. Failure to remain financially competitive will result in the more expensive agencies risking demotion to Tier 2 whilst also providing an opportunity for providers in Tier 2 (who have met all the quality standards) to be promoted to Tier 1.

51. At the mid point of the four year framework agreement, the council's commissioning services team will review the placement capacity, performance and pricing of all framework providers in both Tier 1 and Tier 2. This review will be undertaken in January 2016 and may result in a provider being moved either up or down between Tiers.

### Identified risks for the new contract

52. Table 1 below summaries the main risks for the new framework:

No.	Risk	Likelihood	Risk Control
1	On-going financial stability of providers.	Low	Option to move young people from their lodgings. Financial monitoring to form part of the contract management regime. e.g. Experian checks. Appropriate legal conditions have been included in the framework agreement in order to provide protective powers and remedies for the council.
2	Staff continue to spot purchase with known organisations outside of the framework.	Low	High profile launch of new framework. Referrals will be placed without the identification of the provider and the price. Monitoring of off framework spend.
3	Savings identified cannot be achieved.  Prices may go up rather than down following the mid term review.	Low	The tier model has been applied successfully elsewhere. Financial factors such as the sibling and volume discounts should contribute to overall savings for the council. The mid year review will ensure continuous assessment of price and quality by benchmarking with London Care Services and neighbouring boroughs. The framework will reduce the volatility of placement prices and breakdown to reduce overall price pressures.

53. A performance bond was not required. However, where applicable providers will be required to supply a parent company guarantee.

### Community impact statement

54. All providers have demonstrated their commitment to diversity and equal opportunities. As highlighted within the contract specification, all contracted arrangements meet specific cultural and language needs where applicable.
55. The service is accessible for young people to support their needs by promoting equality and responding to diversity including issues with respect to age, disability, faith, gender, ethnicity and sexuality.
56. The children looked after service has an equality impact assessment for 2012/14 which recognises the diverse needs for looked after children and the range of

supports required for them to become positive members of the community. This procurement is supporting both the 2012/14 children looked after equality action plan and 2012/13 children looked after-business plan.

### **Sustainability**

#### **Economic considerations**

57. The details of the contract were advertised on the council's website which attracted the interest of the local providers. Consequently the providers are offering 382 placements that are within 7 miles of the council's Looked after Children's services, Talfourd Place.

#### **Social considerations**

58. The successful providers demonstrated that they met the London Living Wage (LLW) requirements for all their employees and other staff. For this service it was considered that best value was achieved by including this requirement as this enabled providers to employ suitably qualified professional social work staff to provide a quality service. On award, the associated quality improvements and cost implications will be monitored as part of the annual review of the contract.

#### **Environmental considerations**

59. The council supports keeping families and communities together and the award of the new framework is consistent with that objective. This also reduces the need for excessive car journeys and public transport thus contributing to the reduction in carbon emissions.

#### **Market considerations**

60. The 9 successful applicants are private organisations and 6 have fewer than 50 employees, 1 is between 50 and 250 employees and 2 are over 250 employees. From the 9 applicants, 1 is local to the borough of Southwark, 7 are regional and 1 is national.

#### **Staffing implications**

61. The operation and oversight of this framework will be managed within existing resources.

#### **Financial implications (FI:CS0274/NA)**

62. The objective of this proposal is to deliver an efficient and effective service. It is also intended to deliver savings over the 4 year life of the contract. It is estimated the new framework agreement will deliver savings of £30k per annum based on the price of placements. The assumption behind the savings is that the volume of the placements will remain similar to current levels. However, further reductions in spend could be achieved through an ongoing robust review and planning of the level of support hours provided; as young people become more independent and move from high through to lower levels of support hours.
63. Approved budget of £1.7m is available to deliver the existing service for the year 2013/14. The proposal has a similar budget profile, and subject to the annual

council budget setting process there will be sufficient budget for the term of the proposal.

### **Legal implications**

64. Please see concurrent from the Director of Legal Services.

### **Consultation**

65. An extensive staff consultation exercise was entered into at the commencement of the process, including the independent reviewing officer and placement teams. A significant number of focus groups were held including one for older children looked after / care leavers. In addition feedback was used from the extensive May 2012 OFSTED inspection questionnaire exercise and the February 2012 "Tell it as it Was" exercise by Speakerbox. Workshops were also held with current providers.

### **Other implications or issues**

66. Not applicable.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Head of Procurement**

67. This report is seeking approval to appoint a range of suppliers onto a framework that will provide semi independent living services which will supplement Southwark's existing foster carer service.
68. The report confirms that the procurement process followed was in line with the procurement strategy which was approved by Cabinet in September 2012.
69. The evaluation of the tender submissions was undertaken by a range of stakeholders using a weighted model 60/40% in favour of price.
70. The procurement of the framework formed part of a wider project for this service. Other work streams included a review of the business processes surrounding the service which should deliver a clearer referral process and enhanced monitoring arrangements. Paragraph 42 lists a number of operational changes that will be in place to support the running of the framework. Operating rules for the framework have been developed and will be communicated to all staff.
71. The framework has been designed to incorporate 'on going' competition within each of the lots. Throughout the life of the framework, performance and price will continue to influence the rankings within the lots. Also the two tier approach described in paragraph 12 will affect the level of opportunity that providers receive to secure work i.e. if appearing in Tier 1, a provider will get first opportunity to compete for placement. It will be possible for movement between tiers. A review of price and quality will take place at the mid point (after two years) of the framework and this will lead to the providers being re ranked.
72. Paragraphs 39 to 40 confirm the transitional arrangements from the existing arrangements to the new contracts. Where existing placements are with organisations that have been admitted onto the new framework, these will transfer to the terms and conditions of the new framework. Where existing

placements are with organisations that have not been successful in being admitted onto the framework or did not apply, these will continue to operate under the existing terms but will be monitored and managed in line with standards outlined in the new framework.

73. The monitoring arrangements for the framework and the placements that are made through it are described in paragraphs 43 to 51. The success of this framework will depend largely on it being used in accordance with the operating rules and performance monitoring feeding into the process. The running of the framework should therefore also be monitored to ensure that it is happening.

### **Director of Legal Services**

74. The Director of Legal Services (“DLS”, acting through the Corporate team) notes the content of this report, which seeks approval of the award of a semi-independent living service framework for children in care to include the providers listed in Appendix 1 for a period of four years commencing on 14 October 2013 in the estimated maximum sum of £6.8m and notes that the strategic director of children’s and adults’ services will award contracts for individual placements on the council’s preferred terms through the framework.
75. On the basis of the information contained in this report, it is confirmed that this procurement was carried out in accordance with Contract Standing Orders (CSOs) and the relevant legal requirements. A contract award notice will need to be posted in the OJEU within 48 days of the award of the framework.
76. As part of the award process, there will need to be a standstill period of a minimum of 10 calendar days between notification of the successful providers and the award of the framework, so as to allow unsuccessful providers the opportunity to challenge (if they decide to) the award of the framework.
77. This framework is classified as a strategic procurement and therefore CSO 4.5.2 a) requires the cabinet or cabinet committee to authorise the award of this framework, after consideration by the corporate contracts review board (CCRB) of the report.

### **Strategic Director of Finance and Corporate Services (FC13/059)**

78. This report seeks cabinet approval to award a semi-independent living service framework for children in care. The financial implications are set out in paragraphs 62 and 63 and show the potential savings this framework can deliver. Financial risks and mitigations are detailed in paragraph 52.
79. The strategic director of finance and corporate services notes the forecast savings in the future years of this contract, which will need to be identified during the budget setting process.
80. It is expected that robust monitoring arrangements will be in place to ensure this contract delivers the expected savings. Officer time to implement this framework will be contained within existing resources.

**BACKGROUND DOCUMENTS**

<b>Background documents</b>	<b>Held At</b>	<b>Contact</b>
Gateway 1 - Procurement Strategy Approval Independent Fostering Services (Open report). This document is available to view on this web page: <a href="http://moderngov.southwark.gov.uk/ielistDocuments.aspx?CId=302&amp;MId=4246&amp;Ver=4">http://moderngov.southwark.gov.uk/ielistDocuments.aspx?CId=302&amp;MId=4246&amp;Ver=4</a>	Children's and Adults' Services	Mark Taylor 020 7525 3513

**APPENDICES**

<b>No</b>	<b>Title</b>
Appendix 1	List of Providers

**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Dora Dixon Fyle, Children's Services	
<b>Lead Officer</b>	Romi Bowen, Strategic Director of Children's and Adults' Services	
<b>Report Author</b>	Shenis Hassan, Project Manager	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Head of Procurement	Yes	Yes
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		5 September 2013

## APPENDIX 1

**Generalist:**

Lot 1a High Support 24/7

with 14 hours Key Worker each week

Lot 1b Medium Support

with 7 hours Key Worker each week

Lot 1c Low Support

with 3 hours Key Worker each week

Tenderer	Lot1a Weekly Price	Lot1b Weekly Price	Lot1c Weekly Price	Additional Key Worker Hours	Volume Discount
<b>Tier 1</b>					
Provider A	£845.19	£454.16	£434.51	£22.02	1.50%
Provider B	£879.00	£670.00	£381.00	£24.90	5.00%
Provider C	£1,273.10	£466.75	£368.16	£17.43	5.00%
Provider D	£1,070.00	£470.00	£370.00	£30.00	2.50%
Provider E	£1,020.00	£470.00	£380.00	£23.00	1.00%
<b>Tier 2</b>					
Provider F	£998.00	£588.00	£389.00	£23.00	2.50%
Provider G	£1,050.00	£896.00	£808.00	£22.00	7.50%
Provider H	£1,130.00	£552.00	£448.00	£26.00	2.00%
Provider I	£1,275.00	£520.00	£405.00	£22.50	2.00%

**Specialist:**

Lot 2 Parent and Child 24/7

with 14 hours Key Worker each week

Tenderer	Lot2 Weekly Price	Additional Key Worker Hours	Volume Discount
<b>Tier 1</b>			
Provider H	£770.00	£26.00	2.00%
Provider G	£1,400.00	£22.00	7.50%
Provider A	£1,446.38	£22.02	1.50%
<b>Tier 2</b>			
Provider C	£1,485.60	£17.43	5.00%
Provider F	£1,412.00	£23.00	2.50%
Provider I	£1,425.00	£22.50	2.00%

**Specialist:**

Lot 3 Youth Offending Remand 24/7 with 20 hours Key Worker each week

Tenderer	Lot3 Weekly Price	Additional Key Worker Hours	Volume Discount
<b>Tier 1</b>			
Provider I	£765.00	£22.50	2.00%
Provider D	£990.00	£30.00	2.50%
Provider G	£1,449.00	£22.00	7.50%
<b>Tier 2</b>			
Provider F	£1,206.00	£23.00	2.50%
Provider E	£1,356.00	£23.00	1.00%



<b>Item No.</b> 22.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 2 – Contract Award Approval Independent Fostering Services	
<b>Ward(s) or groups affected:</b>		All Wards	
<b>Cabinet Member:</b>		Councillor Dora Dixon-Fyle, Children’s Services	

### **FOREWORD – COUNCILLOR DORA DIXON-FYLE, CABINET MEMBER FOR CHILDREN’S SERVICES**

We know that children and young people come into care for a variety of reasons and at different ages and while we are committed to ensuring that as many children as possible can remain placed with their family or are adopted, it is necessary to provide fostering arrangements where this is not possible. This council takes its corporate parenting responsibility very seriously and it is vital that our children and young people have a loving and stable environment and can be supported to realise their potential even when they are unable to remain with family or be adopted. This is why it’s so important to ensure that we have a wide range of good quality fostering carers including foster carers for children and young people with specialist and complex needs.

This report recommends the award of a framework contract for independent fostering arrangements. Complementing the work of the of council’s fostering team the framework will support the council’s commitments in its children and young people’s plan and delivering on its sufficiency duty. This contract introduces enhanced quality requirements and a more systematic approach to making sure we have a good range of foster carers available, including those that are able to support children and young people with more complex needs. I am pleased that we are putting in place these new and enhanced arrangements that will improve quality and deliver better value for money for the council and its residents.

### **RECOMMENDATIONS**

1. That the cabinet approve the award of an independent fostering service framework for children in care to the providers listed in Appendix 1 for a period of four years commencing on 14 October 2013 in the estimated maximum sum of £23m.
2. That the cabinet agrees that the strategic director of children’s and adults’ services will award contracts for individual placements on the council’s preferred terms through the framework.

### **BACKGROUND INFORMATION**

3. Children come into care for a variety of reasons. Some enter at birth whilst others enter as either young children or teenagers. Children’s and Adults’ Services ensure that as many children as possible are adopted or placed with family members, but a significant majority remain in care for most of their childhood and adolescence.

4. Southwark's fostering service has been rated as good with some outstanding features in its most recent Ofsted inspection in May 2012. In circumstances where it is not possible to meet a child's needs through our own fostering service resources the council also commissions foster carers through independent fostering agencies (IFA) which can provide additional capacity and when required specialist support.
5. As at July 2013 there were 579 looked after children in Southwark, 27 with the semi independent living services, 439 with foster carers; 27 have been placed for adoption; 24 with placements in the community; 53 in specialist residential settings including those with profound disabilities; and 9 subject to court ordered parent and child assessment placements.
6. On 25 September 2012, cabinet approved a procurement strategy which would provide additional capacity for fostering services and as far as possible move away from costly spot purchasing. The strategy was to put a framework in place that captured leading best practice whilst at the same time ensuring an affordable high quality service. The framework would meet the overarching aim of the service to assist the council in implementing its role as corporate parent to seek a diverse range of independent fostering services to help and assist vulnerable children/young people in care to make a successful transition to a healthy and productive adult life.
7. To achieve this the service was split into the generalist and specialist lots for which applicants were invited to tender for the following placement types:

#### Generalist

- |       |   |                                    |
|-------|---|------------------------------------|
| Lot 1 | a | Foster care for children aged 0-4  |
|       | b | Foster care for children aged 5-10 |
|       | c | Foster care for children aged 11+  |

#### Specialist

- |       |   |
|-------|---|
| Lot 2 | Parent and child placements   |
| Lot 3 | Foster care for disabled children/severe profound                             |
| Lot 4 | Foster care placements subject to alternative to secure remand (court) status |

8. Clear referral pathways and procedures will be in place to ensure that the best possible placement fit is selected to respond to a child's bespoke needs, for example this will include if the placement is within a 7 miles radius from the Children's centre at Talfourd Place. The matching of a placement will involve the child's allocated social worker and be able to deliver appropriate responses in both planned and emergency situations.
9. The placement allocation will be as follows:
  - (i) Request first sent to council foster carers service.
  - (ii) If no match is made the request will then be sent to Tier 1 providers with a response timeline of 72 hours.
  - (iii) If no match is made the request will then be sent to Tier 2 providers to run alongside the Tier 1 requests.

- (iv) If a suitable match is received from Tier 1 and Tier 2, priority will be given to the Tier 1 response.
  - (v) In the event that two providers in the same Tier respond at the same time, then a decision will be taken based on the best possible placement fit.
10. There is no extension period for the framework. The prices are not index linked and are fixed for years 1 and 2. At the mid-point review at the end of year 2 providers will be asked to submit a new pricing schedule or confirm no price change.
11. The original intention was to award the contract on 27 May 2013, however additional time was taken before going to the market to work further on the specification and tender documents to ensure they were completely reflective of the councils needs.

### Procurement project plan (Key Decision)

12. The table below provides and overview of the revised procurement timetable:

Activity	Completed by:
Place GW1 and GW2 on Forward Plan	15/08/2012
Approval of Gateway 1: Procurement Strategy Report	25/09/2012
Advertise the contract	5/10/2012
Closing date for expressions of interest	30/10/2012
Invitation to tender	02/05/2013
Information day for applicants	13/05/2013
Closing date for return of tenders	19/06/2013
Completion of evaluation of tenders	30/07/2013
DCRB Review Gateway 2 - Contract Award Report	7/08/2013
CCRB Review Gateway 2 - Contract Award Report	15/08/2013
Notification of forthcoming decision – despatch of cabinet agenda papers	27/08/2013
Approval of Gateway 2: Contract Award Report	17/09/2013
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	27/09/2013
Contract award	30/09/2013
Add to Contract Register	30/09/2013
Contract start (Subject to TUPE)	14/10/2013
Publish Contract Award Notice in OJEU	Within 48 days of contract award
Contract completion date	13/10/2017

## KEY ISSUES FOR CONSIDERATION

### Description of procurement outcomes

13. The successful delivery of this project has led to the establishment of a framework that reflects both current best practice and has an in-built programme of continuous improvement. More specific outcomes achieved include:
- A service capable of meeting the majority of the council's service requirements through both existing and new service providers.
  - The development of a clearer referral process which focuses on improved matches for a child/young person's needs thereby resulting in better outcomes for children looked after.
  - An enhanced service specification built on extensive consultation with both internal key stakeholders and young people ensuring true client ownership and support of the service going forward.
  - New and enhanced performance monitoring arrangements which focus upon feedback from young people, social work teams and an independent reviewing officer.
  - Introduction of fixed pricing for standard placements and greater clarity on what is included within weekly costs.
  - Budget certainty via fixed costs for years 1 and 2.
  - A tiered system to provide on-going service provider incentives with regards to price and quality.
  - Establishment of a group to work with providers to seek continuous service improvements and incentives to maintain good performance.

### Policy implications

14. The 'sufficiency duty' under section 22G of the Children's Act 1989 requires the council to secure sufficient accommodation for looked after children. This requires local authorities to take steps that secure, so far as is reasonably practicable, sufficient placement within the authority's area to meet the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with placements which are within the local authority's area.
15. The council must consider the benefits of securing a range of accommodation through a number of providers. The placement must also be able to meet the assessed needs of children.
16. This means having the right placement in the right location, at the right time which is a vital factor in improving placement stability. Stability is known as the critical success factor in achieving better outcomes for looked after children.

### Tender process

17. As a Part B service, the council was not obliged to issue an OJEU notice, however in order to ensure all market areas were covered, a voluntary notice was issued. In addition, adverts were placed on the council's website, Community Action Southwark website, in Community Care and other similar trade journals. Existing providers and other known providers were also alerted to the advert being placed on the council's website.

18. The project team worked with service leads, corporate procurement, legal, children's services finance, contract and performance improvement team and health and safety services to develop the tender documentation including the service specification, pre-qualification questionnaire (PQQ) and the quality and pricing evaluation methodologies.
19. Following direction provided by the strategic director of children's and adults' services, prior to the ITT stage, the weightings applied to price and quality were altered from those reported at the Gateway 1 (procurement strategy approval) and those applied at PQQ stage. This change was made in response to recent national events and OFSTED recommendations to ensure those meeting children's needs and their placement experience are given greater importance in the contract award process. It was therefore decided to increase the percentage weighting allocated to quality from 30% to 40% (with price accordingly falling from 70% to 60%). Applicants invited to tender were informed of this decision.
20. As a Part B service, the full EU procurement rules did not apply, however the spirit of the restricted procedure was applied as follows:

#### Stage One – Pre-Qualification Questionnaire (PQQ)

21. Method statements were used to assess the technical section, for which there was a minimum pass mark. Applicants who were not able to demonstrate that they currently had a good or outstanding OFSTED grading were eliminated from the process. The short listing process also included an assessment of capacity. The financial, health and safety and equalities sections were assessed as pass or fail. For the financial assessment, a minimum financial operating threshold of £2.25m was set. In order to assess the financial and economic standing and technical capacity and ability PQQs were evaluated in accordance with the criteria as set out in the EU Procurement Regulations. The final PQQ evaluation methodology was signed off by the commissioning board.

#### Stage Two - Invitation to Tender

22. Applicants were invited to tender if they demonstrated that they had sufficient safeguarding and technical capacity and financial and economic standing.

#### Safeguarding Assessment – Pass/Fail

23. The council introduced a further method statement concerning health and safety /safe guarding practice for all applicants to address, in response to issues identified at the health and safety assessment carried out at PQQ stage. Every applicant was required to achieve at least a 'satisfactory' score in this area, all the applicants passed.

#### Quality Assessment (40%)

24. Method statements were used to evaluate applicants against the following quality criteria, for which there was an overall pass mark of 55% (50% for specialist lots). No applicant that did not attain the minimum pass mark could progress to the price assessment stage. The method statements covered the following topic areas:

- Strategic plan and strategy to increase capacity to provide placements within a 20 mile radius of the council's children looked after Resource Centre, Talfourd Place.

- Strategy for minimising placement breakdown.
- Specific requirements of the service specification.
- Promoting health and attainment.
- Approaches to transition including preparation for living independently.

#### Price Assessment (60%)

25. A price evaluation model was prepared with finance colleagues and applicants were asked to complete a pricing schedule which required them to separately cost the various aspects of the service, including:
- Setting a standard weekly fee and specialist services for parent and child placements, disabled children and placements subject to remand (court) status.
  - The council scored the sustainability of the standard weekly fee by assessing the breakdown of costs completed in the pricing schedule.
  - The council sought a discount for the total spends.
  - Further discounts were required for sibling groups.

#### Tender evaluation

26. Evaluation panels were made up of representatives from finance, children looked after service and the quality assurance and safeguarding service. Officers from legal, corporate procurement and service commissioning were consulted as required throughout the process.
27. The council received 64 expressions of interest and all were sent out Pre Qualification Questionnaires (PQQs). On the return date, 33 completed PQQs were received and 31 applicants did not make a return. During the expressions of interest and the clarification process it was identified that some applicants were either not able to demonstrate that they currently had a good or outstanding OFSTED grading or they did not meet the minimum financial operating threshold of £2.25m.
28. By applying the short listing criteria, a shortlist of 27 applicants was produced with 6 applicants failing to pass the technical assessment. The 27 shortlisted applicants were invited to tender and could apply for any or all of the service categories (Lots).
29. To support the applicants through the process and encourage on-going participation the council invited those shortlisted to an information / question and answer session and a tour of the children looked after, Resource Centre at Talfourd Place a few days after the invitation to tender documents (ITT) had been issued.
30. This venue was selected as the specification requires providers to facilitate foster carer/s supporting young people to make full use of the comprehensive range of services at this site. Resources and advisors are available which include a group worker, drop-in service, women's worker, personal adviser from 17.5 years, connexions adviser, employment adviser and looked after child nurse.
31. The 27 shortlisted applicants were invited to tender by email on 2 May 2013 with a response deadline for completed tenders of 12.30pm Wednesday 19 June 2013. 24 tenders were returned by this date. The other 3 applicants withdraw for commercial reasons and a further 6 applicants failed the quality evaluation.

32. To support the selection process, applicants were required to provide core information concerning the total number of fostering households they had available for looked after children aged 0 -18 as at April 2012. A fostering household can be approved to accommodate one; two or three looked after children. This was further broken down to include proximity to the council (20 miles) and ethnicity.
33. This information was then used by the council to ensure providers selected for the framework would have sufficient capacity to meet the level and range of identified needs. One of the specific aims of the framework process was to also attract new providers who whilst not being able to provide an immediate cohort of local carers, could over the four year framework period, be able to work in partnership with the council to develop additional local capacity.
34. The top ranked applicants for generalist and specialist services were allocated to Tier 1 and the remaining successful applicants for the framework were allocated to Tier 2. Under the evaluation methodology it was agreed that this would be evenly split between tiers, unless there was an odd number, where the higher number would then go into Tier 1. The final evaluation scores for each lot were ranked in descending order to determine the mid-point for each. In the event of equal scores bidders were ranked equally e.g. 4<sup>th</sup>, with the next applicant being ranked 6<sup>th</sup>. In the event of an uneven number of bidders, the mid point was drawn so that the majority of the applicants were above the mid-point line.
35. Please see Appendix 1 for price submission for each service category. The table below is a summary of the scores and the number of providers in each tier for each service category:

#### **Lot 1 – Generalist**

From a total of 24 applicants, 5 failed to pass the generalist quality threshold of 55%, therefore they were excluded from applying for the generalist and specialist lots of parent and child, disabled children/severe profound and youth offending remand placements. From a total of 19 successful applicants, 10 are placed in Tier 1 and 9 in Tier 2.

<b>Proposed Applicants</b>	<b>Price Weighted</b>	<b>Quality Weighted</b>	<b>Price &amp; Quality Total</b>
<b>Tier 1</b>			
Provider A	<b>47.68</b>	<b>31.20</b>	<b>78.88</b>
Provider B	<b>49.63</b>	<b>25.20</b>	<b>74.83</b>
Provider C	<b>48.51</b>	<b>25.60</b>	<b>74.11</b>
Provider D	<b>45.11</b>	<b>28.80</b>	<b>73.91</b>
Provider E	<b>41.27</b>	<b>32.40</b>	<b>73.67</b>
Provider F	<b>46.70</b>	<b>26.80</b>	<b>73.50</b>
Provider G	<b>43.57</b>	<b>27.20</b>	<b>70.77</b>
Provider H	<b>42.84</b>	<b>26.40</b>	<b>69.24</b>
Provider I	<b>44.90</b>	<b>24.00</b>	<b>68.90</b>
Provider J	<b>46.06</b>	<b>22.80</b>	<b>68.86</b>
<b>Tier 2</b>			
Provider K	<b>42.40</b>	<b>26.00</b>	<b>68.40</b>
Provider L	<b>45.69</b>	<b>22.00</b>	<b>67.69</b>

Proposed Applicants	Price Weighted	Quality Weighted	Price & Quality Total
Provider M	42.82	24.80	67.62
Provider N	44.69	22.00	66.69
Provider O	42.12	23.60	65.72
Provider P	40.23	23.20	63.43
Provider Q	37.56	25.60	63.16
Provider R	29.58	30.40	59.98
Provider S	28.12	26.80	54.92

### Lot 2 Specialist – Parent and Child

From a total of 19 successful generalist applicants, 6 are placed in Tier 1 and 6 in Tier 2, a further 7 applicants failed to pass the specialist quality threshold of 50%.

Proposed Applicants	Price Weighted	Quality Weighted	Price & Quality Total
<b>Tier 1</b>			
Provider C	51.51	24.00	75.51
Provider H	44.83	26.40	71.23
Provider F	44.63	25.60	70.23
Provider I	41.80	26.40	68.20
Provider M	45.48	22.40	67.88
Provider K	41.35	22.40	63.75
<b>Tier 2</b>			
Provider L	42.77	20.80	63.57
Provider A	42.93	20.00	62.93
Provider Q	39.73	22.40	62.13
Provider G	39.55	22.40	61.95
Provider E	33.92	28.00	61.92
Provider S	30.20	24.80	55.00

### Lot 3 Specialist - Disabled Children and Young People

From a total of 19 successful generalist applicants, 5 are placed in Tier 1 and 5 in Tier 2, a further 8 did not apply and 1 applicant failed to pass the specialist quality threshold of 50%.

Proposed Applicants	Price Weighted	Quality Weighted	Price & Quality Total
<b>Tier 1</b>			
Provider B	47.12	30.40	77.52
Provider N	47.92	28.80	76.72
Provider G	41.68	23.20	64.88
Provider R	34.73	32.00	66.73
Provider F	38.43	25.60	64.03
<b>Tier 2</b>			



<b>Proposed Applicants</b>	<b>Price Weighted</b>	<b>Quality Weighted</b>	<b>Price &amp; Quality Total</b>
Provider J	<b>37.85</b>	<b>25.60</b>	<b>63.45</b>
Provider Q	<b>34.23</b>	<b>25.60</b>	<b>59.83</b>
Provider H	<b>39.02</b>	<b>20.00</b>	<b>59.02</b>
Provider P	<b>36.66</b>	<b>21.60</b>	<b>58.26</b>
Provider K	<b>35.27</b>	<b>20.00</b>	<b>55.27</b>

#### **Lot 4 Specialist - Youth Offending Remand Placements**

From a total of 19 successful generalist applicants, 4 are placed in Tier 1 and 4 in Tier 2, a further 9 did not apply and 2 applicants failed to pass the specialist quality threshold of 50%.

<b>Proposed Applicants</b>	<b>Price Weighted</b>	<b>Quality Weighted</b>	<b>Price &amp; Quality Total</b>
<b>Tier 1</b>			
Provider B	<b>50.60</b>	<b>24.00</b>	<b>74.60</b>
Provider E	<b>46.00</b>	<b>24.00</b>	<b>70.00</b>
Provider N	<b>43.98</b>	<b>24.00</b>	<b>67.98</b>
Provider M	<b>43.50</b>	<b>24.00</b>	<b>67.50</b>
<b>Tier 2</b>			
Provider H	<b>32.80</b>	<b>24.00</b>	<b>56.80</b>
Provider R	<b>28.18</b>	<b>28.00</b>	<b>56.18</b>
Provider K	<b>30.12</b>	<b>24.00</b>	<b>54.12</b>
Provider Q	<b>28.18</b>	<b>22.00</b>	<b>50.18</b>

#### **Plans for the transition from the old to the new contract**

36. The council currently has interim service provision arrangements with a number of providers. Where these providers have been successful in being admitted to the framework, any existing placements with them will transfer onto the new framework terms and conditions, including pricing. There are currently 35 providers, 16 have not applied, 4 have applied but failed, 2 applied but withdrew at the ITT stage and 13 have been proposed to a combination of Tier 1 and 2.
37. Where an existing provider has not been admitted to the new framework, either because they did not participate in the procurement process, or did and were unsuccessful, current placements will remain in place under existing terms and conditions and pricing, however monitoring and management arrangements will be aligned with those of the new framework so as to ensure service consistency.
38. Legal services have advised that the conditions applying to TUPE are not met in the engagement of providers on spot contracts. This was highlighted in the procurement documentation although making it clear that all applicants should seek their own independent advice and that no warranty was given regarding the effect or impact of TUPE.
39. In addition the following internal operational changes have/are due to take place:

- New service to be communicated through the Children's Service Transformation Programme (Social Works Matters).
- Specific workshops to be set up with the independent reviewing officer team and senior children looked after management.
- The joint Children's and Adults' Commissioning merger has incorporated the operational changes involved for commissioning staff and providers.
- The development of a placement team's operational manual.
- Information to be developed in the children looked after handbook for social work staff.
- The establishment of a framework operational group to involve the participation of invited service providers for the purpose of developing the operational and processes of the framework, and reviewing new guidance as it arises.
- Communicating with all the existing providers who were not admitted to the framework to begin the alignment of management arrangements.

### **Plans for monitoring and management of the contract**

40. The Directorate of Strategy and Commissioning, Children's and Adults' services is the department responsible for managing the contract. The performance mechanism for this framework includes:
- Quarterly Monitoring
  - Annual Monitoring
  - Annual Performance Assessment
  - A Mid Term Tier Review
41. The council shall undertake service review processes to ensure providers are delivering the best possible quality and outcomes for its looked after children. These processes and the specification reflect best practice and are designed to keep children/young people safe. The council shall always be alerted if there are any concerns relating to the safety of a child/young person.
42. The key performance indicators for all children/young people include:
- Unplanned moves
  - Absenteeism from school
  - Arrested/warned/ reprimanded or convicted
  - Placement planning meetings
  - GP registration
  - Dental and health assessments
  - Personal / education/ planning meetings
  - Weekly sport/classes
  - Risk assessment (including health and safety practice)
43. The council recognises that some children/young people can be extremely challenging and may not achieve expected outcomes despite first class practice interventions. In these circumstances the provider's performance against any key performance indicator where the standard was not reached, shall be considered taking into account the provider's summary report for the child/young person and feedback provided from their social worker, independent reviewing officer and the council's placement panel. This additional information shall be used to determine whether it is fair to conclude that more could have been reasonably done by the provider to support the child/young person to meet their desired outcome(s).

44. If the quarterly and annual review processes indicate any trend concerning outcomes or a serious concern relating to specific child/young person, providers may be required to develop an intervention/improvement plan in partnership with the commissioning team and children looked after service. Milestones and timescales for the intervention plan shall be agreed relating specifically to any issue, trend or the number and degree of key performance indicators which have not been met. In all cases however an absolute maximum period of six months for the intervention is permissible, at the end of which appropriate action will be taken if sufficient improvement is not evidenced.
45. An annual performance review will be carried out to assess performance concerning outcomes for children and to ensure providers are fit to remain in tier one. This assessment will include for example:
- Their capacity to provide placements within a 7 mile radius of the borough.
  - Outcomes for children and young people including success in supporting independence skills.
  - The voice of children and young people.
  - Unplanned endings of placements.
  - Approaches to safeguarding.
  - The specific requirements of the service specification.
46. The main aims of the annual performance assessment are to:
- Determine if a provider is achieving the required standards
  - Discuss a provider's performance
  - Identify any working/partnership areas which need development
  - Determine the impact of any actions and activities set at earlier annual performance assessment meetings and change or revise them, as appropriate.
  - Agree actions and activities to improve performance/working practices for both parties.
47. To ensure providers maintain high standards, a major incentive has been built into the framework by way of the tier system. At the end of year two (contract mid point) a pricing and quality review will be undertaken to ensure on-going best value. It will be made clear to providers that to remain or move to tier one their quality service must be high and ongoing pricing must be competitive. Failure to remain financially competitive will result in the more expensive agencies risking demotion to Tier 2 whilst also providing an opportunity for providers in Tier 2 (who have met all the quality standards) to be promoted to Tier 1.
48. At the mid point of the four year framework agreement, the council's commissioning services team will review the placement capacity, performance and pricing of all framework providers in both Tier 1 and Tier 2. This review will be undertaken in January 2016 and may result in a provider being moved either up or down between Tiers.

### Identified risks for the new contract

49. Table 1 below summarises the risks for the new framework.

No.	Risk	Likelihood	Risk Control
1.	A provider loses their OFSTED rating of good/excellent which may be a material breach until OFSTED reassesses.	Low	A decrease in an OFSTED rating will result in a suspension rather than removal from the framework. The mid year review will assess the capacity of providers to meet 75% of new placements.
2	On-going financial stability of providers.	Low	Option to transfer the foster carers from providers to the council's in-house service. Financial monitoring to form part of the contract management regime. Appropriate legal conditions have been included in the Framework Agreement in order to provide protective powers and remedies for the council.
3	Staff continue to spot purchase with known organisations outside of the framework.	Low	High profile launch of new framework. Referrals will be placed without the identification of the provider and the price. Monitoring of off framework spend.
4	Savings identified cannot be achieved.  Prices may go up rather than down following the mid term review.	Low	The tier model has been applied successfully elsewhere. Financial factors such as the sibling and volume discounts should contribute to overall savings for the council. The mid year review will ensure continuous assessment of price and quality by benchmarking with London Care Services and neighbouring boroughs. The framework will reduce the volatility of placement prices and breakdown to reduce overall price pressures.

50. A performance bond was not required. However, where applicable providers will be required to supply a parent company guarantee.

### Community impact statement

51. All providers have demonstrated their commitment to diversity and equal opportunities. As highlighted within the contract specification, all contracted arrangements meet specific cultural and language needs where applicable.

52. The service is accessible for children and young people to support their needs by promoting equality and responding to diversity including issues with respect to age, disability, faith, gender, ethnicity and sexuality.

53. The children looked after service has an equality impact assessment for 2012/14 which recognises the diverse needs for looked after children and the range of supports required for them to become positive members of the community. This procurement is supporting both the 2012/14 children looked after equality action plan and 2012/13 children looked after-business plan.

## Sustainability

### Economic considerations

54. The details of the contract were advertised on the council's website which attracted the interest of the local providers. Consequently the providers are offering 1,024 households/foster carers that are within 20 miles of the council's Looked after Children's services, Talfourd Place.

### Social considerations

55. The successful providers demonstrated that they met the London Living Wage (LLW) requirements for all their employees and other staff. For this service it was considered that best value was achieved by including this requirement as this enabled providers to employ suitably qualified professional social work staff to provide a quality service. On award, the associated quality improvements and cost implications will be monitored as part of the annual review of the contract.

### Environmental considerations

56. The council supports keeping families and communities together and the award of the new framework is consistent with that objective. This also reduces the need for excessive car journeys and public transport thus contributing to the reduction in carbon emissions.

### Market considerations

57. From the 19 successful applicants, 16 are private organisations, 2 are registered charities and 1 is a limited liability partnership. The 10 organisations have fewer than 50 employees, 7 are between 50 and 250 employees and 2 are over 250 employees. From the 19 applicants, none are local to the borough of Southwark, 16 are regional and 3 are national.

### Staffing implications

58. The operation and oversight of this framework will be managed within existing resources.

### Financial implications (FI:CS0273/NA)

59. The objective of this proposal is to deliver an efficient and effective service delivering savings over the 4 year life of the contract. The profile of the savings will rise from a low base in the first year and over the life of the contract it is estimated that it should be possible to achieve reductions in spend of up to £275k per year as set out in the tables below. This is based on the assumption that the profile of the placements will remain unchanged and a reduction in the average price per week of £59 (current average weekly price £899; assumed average weekly price £840 for new placements).

	Assumed annual placements churn	Annual cost reduction £
By year 2	30	92,293

	Assumed annual placements churn	Annual cost reduction £
By Year 3	60	184,586
By Year 4	90	276,879

60. It should be noted that this is a demand led service currently expected to spend £5.8m against the budget of £4.7m in 2013-14. This funding pressure is not linked to the proposed contract but rather an increase in the care population in the last year. Work is ongoing to realign the Children's and Adults budgets and if necessary a bid for additional commitments will be made.

### **Legal implications**

61. Please see concurrent from the Director of Legal Services.

### **Consultation**

62. An extensive staff consultation exercise was entered into at the commencement of the process, including the independent reviewing officer and placement teams. A significant number of focus groups were held including one for older children looked after / care leavers. In addition feedback was used from the extensive May OFSTED inspection questionnaire exercise and the 2012 "Tell it as it Was exercise by Speakerbox. Workshops were also held with current providers.

### **Other implications or issues**

63. Not applicable.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS (Post CCRB)**

#### **Head of Procurement**

64. This report is seeking approval to appoint a range of suppliers onto a framework that will provide independent fostering services which will supplement Southwark's existing foster carer service.
65. The report confirms that the procurement process followed was in line with the procurement strategy which was approved by Cabinet in September 2012.
66. The evaluation of the tender submissions was undertaken by a range of stakeholders using a weighted model 60/40% in favour of price.
67. The procurement of the framework formed part of a wider project for this service. Other work streams included a review of the business processes surrounding the service which should deliver a clearer referral process and enhanced monitoring arrangements. Paragraph 39 lists a number of operational changes that will be in place to support the running of the framework. Operating rules for the framework have been developed and will be communicated to all staff.
68. The framework has been designed to incorporate 'on going' competition within each of the lots. Throughout the life of the framework, performance and price will continue to influence the rankings within the lots. Also the two tier approach

described in paragraph 9 will affect the level of opportunity that providers receive to secure work i.e. if appearing in Tier 1, a provider will get first opportunity to compete for placement. It will be possible for movement between tiers. A review of price and quality will take place at the mid point (after two years) of the framework and this will lead to the providers being re ranked.

69. Paragraphs 36 to 39 confirm the transitional arrangements from the existing arrangements to the new contracts. Where existing placements are with organisations that have been admitted onto the new framework, these will transfer to the terms and conditions of the new framework. Where existing placements are with organisations that have not been successful in being admitted onto the framework or did not apply, these will continue to operate under the existing terms but will be monitored and managed in line with standards outlined in the new framework.
70. The monitoring arrangements for the framework and the placements that are made through it are described in paragraphs 40 – 48. The success of this framework will depend largely on it being used in accordance with the operating rules and performance monitoring feeding into the process. The running of the framework should therefore also be monitored to ensure that it is happening.

#### **Director of Legal Services**

71. The Director of Legal Services (“DLS”, acting through the Corporate team) notes the content of this report, which seeks approval of the award of an independent fostering service framework for children in care to the providers listed in Appendix 1 for a period of four years commencing on 14 October 2013 in the estimated maximum sum of £23m and notes that the strategic director of children’s and adults’ services will award contracts for individual placements on the council’s preferred terms through the framework.
72. On the basis of the information contained in this report, it is confirmed that this procurement was carried out in accordance with Contract Standing Orders (CSOs) and the relevant legal requirements. A contract award notice will need to be posted in the OJEU within 48 days of the award of the framework.
73. As part of the award process, there will need to be a standstill period of a minimum of 10 calendar days between notification of the successful providers and the award of the framework, so as to allow unsuccessful providers the opportunity to challenge (if they decide to) the award of the framework.
74. This framework is classified as a strategic procurement and therefore CSO 4.5.2 a) requires the cabinet or cabinet committee to authorise the award of this framework, after consideration by the corporate contracts review board (CCRB) of the report.

#### **Strategic Director of Finance and Corporate Services (FC13/058)**

75. This report seeks cabinet approval to award an independent fostering service framework for children in care. The financial implications are set out in paragraphs 59 and 60 and show the potential savings this framework can deliver. Financial risks and mitigations are detailed in paragraph 49.
76. The strategic director of finance and corporate services notes the current pressures on this service, which are being monitored and reported through the

quarterly revenue budget reports to cabinet. Any savings or growth in the future years of this contract will need to be identified in the budget setting process.

77. It is expected that robust monitoring arrangements will be in place to ensure this contract delivers the expected savings. Officer time to implement this framework will be contained within existing resources.
78. The financial implications are set out in paragraphs 59 and 60 of the report.

### BACKGROUND DOCUMENTS

Background documents	Held At	Contact
Gateway 1 - Procurement Strategy Approval Independent Fostering Services (Open report). This document is available to view on this web page: <a href="http://moderngov.southwark.gov.uk/ielistDocuments.aspx?CId=302&amp;MId=4246&amp;Ver=4">http://moderngov.southwark.gov.uk/ielistDocuments.aspx?CId=302&amp;MId=4246&amp;Ver=4</a>	Children's and Adults' Services	Mark Taylor 0207 525 3513

### APPENDICES

No	Title
Appendix 1	Price Submissions



**AUDIT TRAIL**

<b>Cabinet Member</b>	Councillor Dora Dixon Fyle, Children's Services	
<b>Lead Officer</b>	Romi Bowen, Strategic Director of Children's Services	
<b>Report Author</b>	Shenis Hassan, Project Manager	
<b>Version</b>	Final	
<b>Dated</b>	5 September 2013	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Head of Procurement	Yes/No	Yes
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	5 September 2013	

## Price and Proposed Tier Submissions

## APPENDIX 1

**Generalist:**

Lot 1a	Foster care placements for children aged 0-4
Lot 1b	Foster care placements for children aged 5-10
Lot 1c	Foster care placements for children aged 11-18

Proposed Tiers	Lot1a Weekly Price	Lot1b Weekly Price	Lot1c Weekly Price	Volume Discount	Sibling Placement
<b>Tier 1</b>					
Provider A	644.00	693.00	714.00	2.00%	5.00%
Provider B	630.00	675.00	698.00	2.15%	7.50%
Provider C	794.00	807.00	876.00	8.00%	5.00%
Provider D	695.00	710.00	715.00	1.50%	2.00%
Provider E	689.29	745.50	802.90	0.00%	5.00%
Provider F	699.00	715.00	729.00	2.00%	5.00%
Provider G	710.00	720.00	742.00	1.25%	2.00%
Provider H	850.00	875.00	899.00	5.00%	5.00%
Provider I	649.00	760.00	830.00	5.00%	1.00%
Provider J	760.00	770.00	780.00	1.50%	10.00%
<b>Tier 2</b>					
Provider K	750.00	750.00	795.00	2.00%	2.00%
Provider L	700.00	700.00	700.00	2.00%	1.00%
Provider M	720.00	750.00	765.00	1.00%	3.00%
Provider N	640.00	670.00	695.00	0.00%	3.00%
Provider O	649.92	806.90	839.36	0.00%	10.00%
Provider P	835.00	835.00	835.00	2.00%	3.00%
Provider Q	899.00	950.00	995.00	1.00%	10.00%
Provider R	933.30	1,055.48	1,107.25	0.00%	2.00%
Provider S	1,105.00	1,205.00	1,205.00	0.50%	3.00%

**Specialist: Lot 2 Parent and Child Placements**

Proposed Tiers	Lot2 Weekly Price	Volume Discount	Sibling Placement
<b>Tier 1</b>			
Provider C	1,260.00	8.00%	5.00%
Provider H	1,350.00	5.00%	5.00%
Provider F	1,245.00	2.00%	5.00%
Provider I	1,470.00	5.00%	1.00%
Provider M	1,180.00	1.00%	3.00%
Provider K	1,340.00	2.00%	2.00%
<b>Tier 2</b>			
Provider L	1,300.00	2.00%	1.00%

Provider A	1,294.37	2.00%	5.00%
Provider Q	1,354.00	1.00%	10.00%
Provider G	1,370.00	1.25%	2.00%
Provider E	1,543.50	0.00%	5.00%
Provider S	1,798.00	0.50%	3.00%

**Specialist: Lot 3 Disabled Children and Young People**

Proposed Tiers	Lot3 Weekly Price	Volume Discount	Sibling Placement
<b>Tier 1</b>			
Provider B	976.00	2.15%	7.50%
Provider N	895.00	0.00%	3.00%
Provider G	1,100.00	1.25%	2.00%
Provider R	1,300.00	0.00%	2.00%
Provider F	1,245.00	2.00%	5.00%
<b>Tier 2</b>			
Provider J	1,250.00	1.50%	10.00%
Provider Q	1,370.00	1.00%	10.00%
Provider H	1,380.00	5.00%	5.00%
Provider P	1,328.00	2.00%	3.00%
Provider K	1,384.00	2.00%	2.00%

**Specialist: Lot 4 Youth Offending Remand Placements**

Proposed Tiers	Lot4 Weekly Price	Volume Discount	Sibling Placement
<b>Tier 1</b>			
Provider B	908.00	2.15%	7.50%
Provider E	948.50	0.00%	5.00%
Provider N	995.00	0.00%	3.00%
Provider M	1,050.00	1.00%	3.00%
<b>Tier 2</b>			
Provider H	1,760.00	5.00%	5.00%
Provider R	1,660.88	0.00%	2.00%
Provider K	1,700.00	2.00%	2.00%
Provider Q	1,750.00	1.00%	10.00%

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