

Council Assembly (Ordinary)

Wednesday 16 October 2013
7.00 pm
Walworth Academy, 34 - 40 Shorncliffe Road, SE1 5UJ.

Councillors are summoned to attend a meeting of the Council to consider the business contained herein

Eleanor Kelly
Chief Executive

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

You have the right to request to inspect copies of minutes and reports on this agenda as well as the background documents used in the preparation of these reports.

Babysitting/Carers allowances

If you are a resident of the borough and have paid someone to look after your children, an elderly dependant or a dependant with disabilities so that you could attend this meeting, you may claim an allowance from the council. Please collect a claim form at the meeting.

Access

The council is committed to making its meetings accessible. Further details on building access, translation, provision of signers etc for this meeting are on the council's web site: www.southwark.gov.uk or please contact the person below.

Contact

Lesley John on 020 7525 7228 or 020 7525 7222 or email: lesley.john@southwark.gov.uk;
andrew.weir@southwark.gov.uk; constitutional.team@southwark.gov.uk

Date: 4 October 2013



Council Assembly (Ordinary)

Wednesday 16 October 2013
7.00 pm
Walworth Academy, 34 - 40 Shorncliffe Road, SE1 5UJ.

Order of Business

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PART A - OPEN BUSINESS

1. PRELIMINARY BUSINESS

1.1. ANNOUNCEMENTS FROM THE MAYOR, MEMBERS OF THE CABINET OR CHIEF EXECUTIVE

To receive any announcements from the Mayor, members of the cabinet or the chief executive.

1.2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE MAYOR DEEMS URGENT

In special circumstances an item of business may be added to an agenda within seven working days of the meeting.

1.3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.

1.4. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

1.5. MINUTES

To approve as a correct record the open minutes of the council assembly meeting held on 10 July 2013 (to be circulated separately).

2. ISSUES RAISED BY THE PUBLIC

2.1. PETITIONS

To formally receive any petitions lodged by members of the council or the public which have been received in advance of the meeting in accordance with council assembly procedure rules.

2.2. PUBLIC QUESTION TIME

The deadline for public questions is Midnight, Thursday 10 October 2013. Questions can be emailed to constitutional.team@southwark.gov.uk.

Questions from the public will be distributed in a supplemental agenda.

2.3. DEPUTATION REQUESTS ON THE THEME

The deadline for deputation requests is Midnight, Thursday 10 October 2013. Deputations can be emailed to constitutional.team@southwark.gov.uk.

Deputation requests will be distributed in a supplemental agenda.

3. THEMED DEBATE - GREEN SOUTHWARK

3.1. REPORT ON THE THEME

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3.2. CABINET MEMBER STATEMENT

The cabinet member for transport, environment and recycling to present the theme for the meeting.

3.3. QUESTIONS FROM THE PUBLIC ON THE THEME

The deadline for public questions on the theme is Midnight, Thursday 10 October 2013. Questions can be emailed to constitutional.team@southwark.gov.uk.

Questions from the public will be distributed in a supplemental agenda.

3.4. MEMBERS' MOTIONS ON THE THEME

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	<p>To consider the following motions on the theme submitted by members of the council:</p> <ul style="list-style-type: none"> • Making Southwark a Carbon Neutral Council • Green Southwark 	
4.	OTHER DEPUTATIONS	
	<p>The deadline for deputation requests is Midnight, Thursday 10 October 2013. Deputations can be emailed to constitutional.team@southwark.gov.uk.</p> <p>Deputation requests will be distributed in a supplemental agenda.</p>	
5.	ISSUES RAISED BY MEMBERS	
	5.1. MEMBERS' QUESTION TIME	6 - 13
	To receive any questions from members of the council.	
	5.2. MEMBERS' MOTIONS	14 - 18
	<p>To consider the following motions submitted by members of the council:</p> <ul style="list-style-type: none"> • Save our Local Pubs • Support for Free Healthy School Meals • Green Flags • Damp in Peter Butler House • Clean up Tower Bridge Road 	
6.	REPORTS FOR INFORMATION	
	6.1. REPORT BACK ON MOTIONS REFERRED FROM COUNCIL TO THE CABINET	19 - 24
	<p>Council assembly referred several motions to the cabinet for consideration, this report sets out the cabinet's decision in relation to each motion.</p>	
7.	REPORT(S) FOR DECISION FROM THE CABINET	

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	7.1. CHILDREN AND YOUNG PEOPLE'S PLAN 2013-2016	25 - 84
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Council assembly to adopt the proposed 2013-16 Children and Young People's Plan as a key Southwark Council policy framework document for children and young people.

8. OTHER REPORTS

	8.1. REPRESENTATION TO PROPOSED NORTHERN LINE EXTENSION	85 - 97
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Council assembly to consider confirming representations to the Secretary of State for Transport in relation to the Transport and Works Act Order for the Northern Line Extension.

	8.2. CONSTITUTIONAL REVIEW 2013/14	98 - 152
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Council assembly to consider several constitutional issues referred from the constitutional steering panel.

9. AMENDMENTS

Any member of the council may submit an amendment to a report or motion on the agenda. The amendments will be circulated to all members in a supplemental agenda.

ANY OPEN ITEMS IDENTIFIED AS URGENT AT THE START OF THE MEETING

EXCLUSION MOTION (IF NECESSARY)

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

"That under the access to information procedure rules of the Southwark constitution, 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 section(s) 1 – 7 of paragraph 10.4 of the procedure rules."

PART B – CLOSED BUSINESS

ANY CLOSED ITEMS IDENTIFIED AS URGENT AT THE START OF THE MEETING

Walworth Academy: Transport and map

Buses:

- 21 from Lewisham Centre to Newington Green/Mildmay Road
- 53 from Orchard Road/Griffin Road to Horse Guards parade
- 63 from Forest Hill Tavern to King's Cross Station/York Way
- 172 from Brockley Rise/The Chandos to King Edward Street
- 363 from Crystal Palace Parade to Lambeth Road
- 453 from Deptford Bridge to Great Central Street
- 168 from Royal Free Hospital to Dunton Way

All stop at Dunton Way, on the Old Kent Road

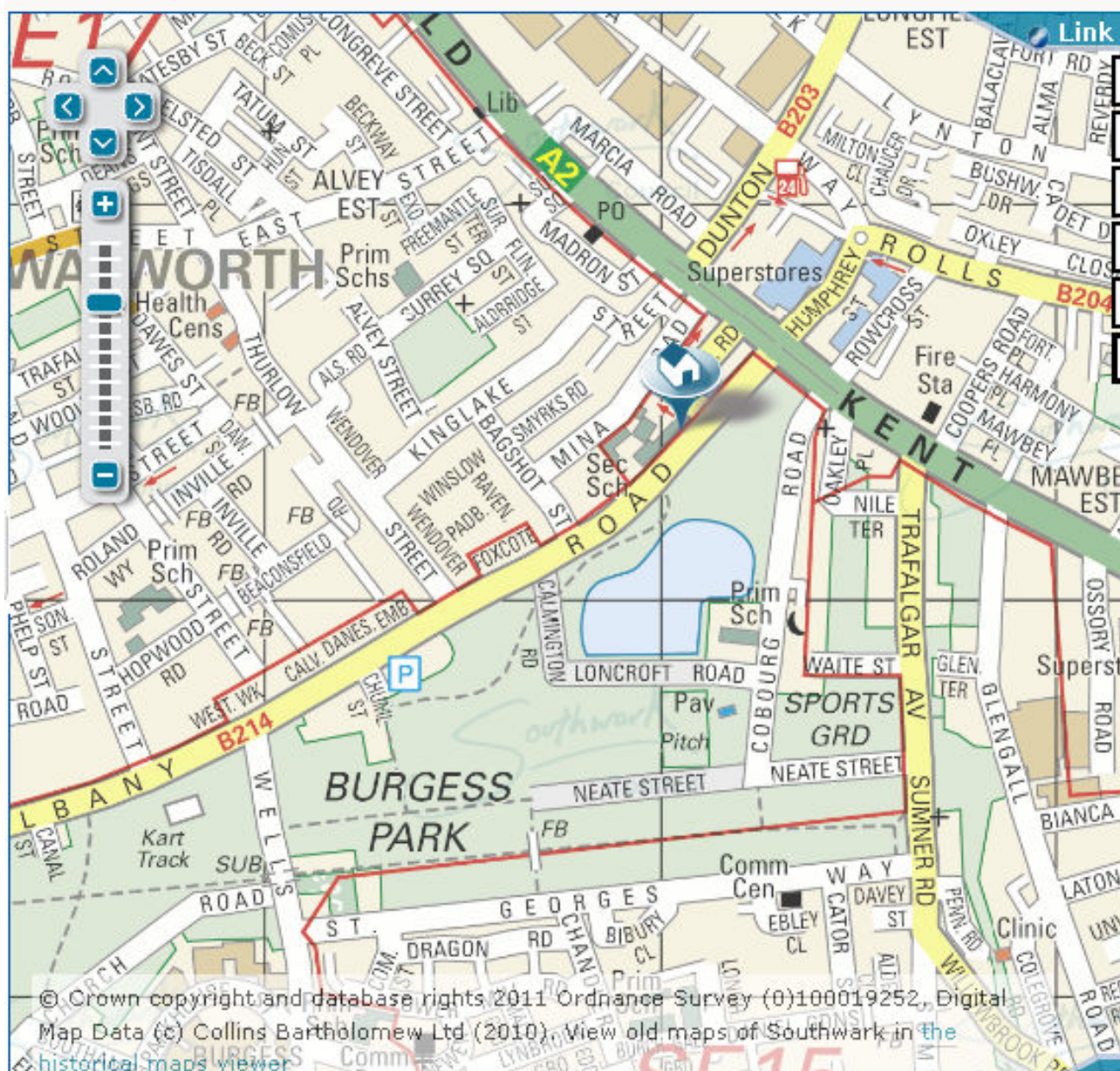
78 from Shoreditch High Street to St Marys Road – stops at Humphrey Street

The following link is a map of all bus routes close to the venue:

<http://www.tfl.gov.uk/tfl/gettingaround/maps/buses/pdf/oldkentroad-11306.pdf>

See stops EB, EC and WN on the linked map.

Map of the venue and surrounding area:



Agenda Item 3.1

Item No. 3.1	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Themed Debate: Green Southwark	
Ward(s) or groups affected:		All	
From:		Proper Constitutional Officer	

BACKGROUND INFORMATION

Introduction

1. On 4 December 2012 the council assembly business panel met to agree the themes for the themed section of council assembly meetings for the 2013/14 municipal year. The council assembly business panel agreed that the theme for the themed section of council assembly in October 2013 should be 'Green Southwark'.

What happens at the meeting?

2. At the meeting the agenda will be:
 - Cabinet member has 10 minutes in which to present the theme, plan or strategy
 - Shadow cabinet member has 5 minutes in which to reply
 - Public pre-submitted questions on the theme of the meeting (maximum of 15 minutes)
 - Member's motions on the cabinet theme using present principles to allow sufficient political balance and for political groups to hold cabinet to account.

One hour shall be allocated for the themed debate. The Mayor shall have the discretion to vary timings as appropriate.

Public questions on themed debate

3. The deadline for public questions is Midnight, Thursday 10 October 2013. To find out more visit www.southwark.gov.uk/democracy or to submit a public question email constitutional.team@southwark.gov.uk.
4. The Mayor may reject a question if it is not relevant to the theme, plan, strategy or policy under discussion.
5. The time during which public questions shall be taken at a themed meeting shall not exceed 15 minutes and shall be conducted under the existing rules for public questions.

Members' motions

6. All motions shall be relevant to the topic under discussion and shall be conducted under the existing rules for members' motions. Normal deadlines shall apply for the submission of members' motions.
7. The order of motions and timings shall be determined by the Mayor.

Themes

8. The themes for each meeting are set by the council assembly business panel.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Constitution	160 Tooley Street London SE1 2QH	Constitutional Team constitutional.team@southwark.gov.uk 020 7525 7228

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Alexa Coates, Principal Constitutional Officer	
Report Author	Lesley John, Constitutional Officer	
Version	Final	
Dated	1 October 2013	
Key decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer title	Comments sought	Comments included
Strategic Director Finance & Corporate Services	No	No
Director of Legal Services	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	1 October 2013	

Item No. 3.4	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Motions on the Theme – Green Southwark	
Ward(s) or groups affected:		All	
From:		Proper Constitutional Officer	

BACKGROUND INFORMATION

During the themed debate, council assembly may debate motions. Members’ motions on the theme will use present principles to allow sufficient political balance and for political groups to hold cabinet to account.¹

Members are limited to moving one motion and seconding one motion in the themed section of the meeting.

All motions shall be relevant to the topic under discussion and shall be conducted under the existing rules for members’ motions. Normal deadlines shall apply for the submission of members’ motions.

The order in which motions are debated and timings shall be determined by the Mayor.²

1. MOTION FROM COUNCILLOR JAMES BARBER (Seconded by Councillor Geoffrey Thornton)

Making Southwark a Carbon Neutral Council

Council assembly:

- Recognises the urgent need to plan for a greener, healthier future for Southwark and notes the council’s existing commitment to reduce emissions in the borough by 80% on current levels by 2050
- Notes that the council itself is responsible for 14.5% of the borough’s total carbon emissions (including council homes), and believes the council should be leading the way in emissions reduction to encourage residents and local businesses to follow suit
- Recognises that as well as minimising impact on the environment, reducing emissions will also cut the council’s energy bill, save money that can be put to good use elsewhere and reduce pollution.
- Therefore calls on cabinet to commit to making Southwark a carbon neutral council by 2018, reducing net carbon emissions from the council’s operational estate, schools and leisure centres to zero by the end of the next administration.

¹ Council assembly procedure rule 2.7 (3)

² Council assembly procedure rule 2.7 (9) and (10)

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

2. MOTION FROM COUNCILLOR HELEN HAYES (Seconded by Councillor Gavin Edwards)

Green Southwark

- Council assembly welcomes this administration's commitment to improving Southwark's environment and notes the progress that has been made since 2010, despite aggressive cuts to local budgets from the government.
- Council assembly believes that a green Southwark not only improves our natural environment, but contributes to the health and wellbeing of our residents, the vibrancy of our communities and the richness of our heritage.
- Council assembly notes that 17 Southwark parks and green spaces are now in receipt of the prestigious Green Flag award – more than in the borough's history. It congratulates the fantastic work of the council's parks team, Friends Groups and volunteers who have all made this possible.
- Council assembly notes that Southwark is the 5th best in the whole of England for having sites of importance for nature conservation in positive management demonstrating the council's commitment to the preservation and enhancement of biodiversity across the borough.
- Council assembly welcomes this administration's £8 million investment in Burgess Park which has seen 331 newly planted trees, 92,000 plants and shrubs, new play areas and outdoor gym equipment, the planting of St Georges Gardens and of course a world class new BMX track.
- Council assembly notes the introduction of a tree warden network to Southwark and, for the first time ever, a tree management strategy which records the borough's current tree stock, aims to increase community involvement in tree management and sets out the council's vision for trees for the coming years.
- Council assembly welcomes the opening of two new air quality stations in the borough, at the Old Kent Road and Elephant and Castle and welcomes this reversal of policy from the previous administration.
- Council assembly believes part of a green Southwark is to encourage sustainable forms of transport and notes that the number of people cycling and walking in the borough has increased with the help of key initiatives including free adult cyclist training.
- Council assembly believes that in order tackle climate change, the council itself must set an example and therefore welcomes the news that Southwark has achieved a 20.6% reduction of energy use on its operational estate and school buildings since 2009.
- Council assembly regrets the failure of the Tory Liberal Democrat government's to live up to its promise to be "the greenest government ever" after it slashed the budget for helping fuel poor households with their

energy bills, failed to ensure that the energy companies meet their obligations on energy efficiency and failed to back a decarbonisation target.

- Council assembly welcomes the cabinet's commitment to creating a greener Southwark and urges them to continue to ensure that Southwark remains a green borough.

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Member Motions	Constitutional Team 160 Tooley Street London SE1 2QH	Andrew Weir 020 7525 7222

AUDIT TRAIL

Lead Officer	Alexa Coates, Principal Constitutional Officer
Report Author	Lesley John, Constitutional Officer
Version	Final
Dated	27 September 2013

Item No. 5.1	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Members' Question Time	
Ward(s) or groups affected:		All	
From:		Proper Constitutional Officer	

BACKGROUND INFORMATION

Members' question time shall not exceed 30 minutes. During this time, members may not question any one cabinet member or committee chair for longer than fifteen minutes.

Members are limited to one question at each meeting. One councillor from each community council will be able to submit a question on behalf of their community council.

Questions to the leader will be taken first, followed by question from community council councillors followed by questions to other cabinet members. The order in which the different political groups ask questions of the leader will be rotated. Questions to cabinet members will be taken in the order of receipt and portfolio. The order of portfolios will be rotated at each meeting such that the cabinet member answering questions immediately after the leader will be the last cabinet member to answer any questions at the next meeting of council assembly.

Cabinet members and committee chairs have discretion to refer a question to another cabinet member.

Responses to members' questions will be circulated on yellow paper around the council chamber on the evening of the meeting.

The Mayor will ask the member asking the question if they wish to ask one supplemental question to the member to whom the question was asked. The supplemental question must arise directly out of the original question or the reply. Therefore, supplemental questions to the leader or other cabinet members are not free ranging.

No question shall be asked on a matter concerning a planning or licensing application.

Notes:

1. The procedures on members' questions are set out in council assembly procedure rule 2.9 in the Southwark Constitution.
2. In accordance with council assembly procedure rule 2.9 (12) & (13) (prioritisation and rotation by the political groups) the order in which questions to the leader appear in this report may not necessarily be the order in which they are considered at the meeting.
3. A question from a community council must have been previously considered and noted by the relevant community council (CAPR 2.9.2).

1. QUESTION TO THE LEADER FROM COUNCILLOR NICK STANTON

Can the leader of the council provide an update on plans for a new university technical college in Bermondsey?

2. QUESTION TO THE LEADER FROM COUNCILLOR RENATA HAMVAS

Does the leader of the council agree with Liberal Democrat Peer, Baroness Shirley Williams, that Simon Hughes and the Liberal Democrats in Southwark were wrong to oppose free healthy school meals?

3. QUESTION TO THE LEADER FROM COUNCILLOR STEPHEN GOVIER

Will the leader undertake to follow the example of the city of Copenhagen where all policy documents are void of any moaning about poorly parked bikes or anarchistic road behaviour by cyclists and list all the steps taken to turn his ambitious words about making Southwark cycle friendly into reality before yet another cyclist is killed or seriously injured in Southwark?

4. QUESTION TO THE LEADER FROM COUNCILLOR ANOOD AL-SAMERAI

What is the timetable for the demolition and rebuild of the Elephant & Castle shopping centre?

5. QUESTION TO THE LEADER FROM COUNCILLOR MARK WILLIAMS

What impact will Liberal Democrat plans to limit free healthy school meals to just children in reception, and years 1 and 2 have on children in Southwark?

6. QUESTION TO THE LEADER FROM COUNCILLOR LISA RAJAN

How many two-year-old free early education places have been pre-purchased from providers? What were the criteria for selecting the providers to receive pre-purchased funds? By ward, which providers have been identified by the council to offer weekend, night or holiday free early education hours?

7. QUESTION TO THE LEADER FROM COUNCILLOR CLAIRE HICKSON

What action did the council take to stop the English Defence League (EDL) from marching in Southwark?

8. QUESTION TO THE LEADER FROM COUNCILLOR MICHAEL BUKOLA

How many hours has the council's IT service been down in each of the last 12 months? What does the council estimate to be the loss of staff productivity as a result of IT problems in the last year? What agreements exist within the council's IT contract regarding compensation for this loss of productivity?

9. QUESTION TO THE LEADER FROM COUNCILLOR LORRAINE LAUDER

Would the leader update me on the Council's progress building new council homes?

10. QUESTION TO THE LEADER FROM COUNCILLOR JAMES BARBER

Southwark education improvement managers told the last Liberal Democrat led administration that the ideal size for a primary school is 2 or 3 form entry to ensure the best possible child focused experience in a sustainable school. This has been reiterated by Sir Robin Boshier who led the very successful London Challenge. Considering this advice why is his administration pushing for Ivydale School to permanently expand from 2 to 4 forms of entry per year?

11. QUESTION TO THE LEADER FROM COUNCILLOR DARREN MERRILL

What plans does the Leader have for the future of Walworth Town Hall?

12. QUESTION TO THE LEADER FROM COUNCILLOR GEOFFREY THORNTON

Why has the Energy Performance Certificate (EPC) for the council's Tooley Street headquarters not been on prominent public display, as required by law? When was the last time it was on public display? Is the leader of the council aware of the law regarding the display of EPCs and the possible fines that can be issued for non-compliance?

13. QUESTION TO THE LEADER FROM COUNCILLOR NEIL COYLE

Can the leader update me on the impact that the Bedroom Tax is having on people in the borough?

14. QUESTION TO THE LEADER FROM COUNCILLOR TIM McNALLY

Please list the 10 highest cost taxi journeys paid for by the council since 1 January 2012, including details of each journey (pick up point, destination, cost and reason for journey).

15. QUESTION TO THE LEADER FROM COUNCILLOR ANDY SIMMONS

In light of recent serious accidents involving cyclists, what action is the leader of the council taking to improve cycle safety in the borough?

16. QUESTION TO THE LEADER FROM COUNCILLOR SEATON (BOROUGH, BANKSIDE AND WALWORTH COMMUNITY COUNCIL)

What can the council do to mitigate the expansion of betting shops, pawn shops and fast food outlets along the local high streets, such as the Walworth Road and the Old Kent Road?

17. QUESTION TO THE LEADER FROM COUNCILLOR GRAHAM NEALE (BERMONDSEY AND ROTHERHITHE COMMUNITY COUNCIL)

Can the administration of the council please confirm that they will prioritise maximum community benefit and infrastructure from the sale of the Harmsworth Quays site, including a new school, medical facilities and on-site affordable housing, over maximising profit from residential flats?

18. QUESTION TO THE CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY FROM COUNCILLOR HELEN HAYES (DULWICH COMMUNITY COUNCIL)

Dulwich community council would like an update on the review and effectiveness of the new local policing model including on-going work which the council is doing to secure a fully functioning police base in Dulwich?

19. QUESTION TO THE DEPUTY LEADER AND CABINET MEMBER FOR HOUSING MANAGEMENT FROM COUNCILLOR CLEO SOANES (PECKHAM AND NUNHEAD COMMUNITY COUNCIL)

Residents and leaseholders on the Cossall and Gloucester Estates, who are specifically dependent on the district heating model for their heating are currently suffering erratic fluctuations in heat gain and loss and an unnecessary waste of energy. Therefore, what is the council doing about addressing this problem with the view of saving energy costs borough wide?

20. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR DAVID NOAKES

Can the cabinet member for health, adult social care and equalities give an update on the current status of each of the Voluntary Day Centres listed below and indicate what, if any, support they have received from the council to continue since 100% of their funding was withdrawn in 2011?

- Southwark Irish Pensioners
- Black Elderly Group
- South Asian Elderly Association
- Golden Oldies Community Care Project
- Vietnamese Day Centre
- Goose Green Day Centre
- Age UK Stone's End
- Southwark Cypriot Day Centre
- Black Elders Project

21. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR JONATHAN MITCHELL

Can the cabinet member for health, adult social care and equalities give a clear and present position on the council's public health priorities?

22. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR DAVID HUBBER

What is the timeline for the new centre of excellence opening at Cator Street?

23. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR MARK GETTLESON

What is the council doing to tackle sexual health issues across the borough?

24. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR PAUL KYRIACOU

Given the high number of smoking-related deaths in the borough, what pressure has the cabinet member for health and adult social care put on the cabinet member for resources and finance and the leader of the council to end the council's £5 million investment in tobacco firms through its pension fund?

25. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR PODDY CLARK

What is the role of the older people's access and information team? How many staff positions exist within this team? How does the council promote this resource to older people and other potential users in the borough?

26. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR CLEO SOANES

What progress has the council made on meeting its commitment to halving the cost of meals on wheels?

27. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR DAN GARFIELD

What steps is the council taking to prevent the worst excesses of the coalition government's welfare reforms of people with disabilities?

28. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR SUNIL CHOPRA

Would the cabinet member tell me what progress has been made on Southwark's Older People's Centre of Excellence?

29. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR CHRIS BROWN

Does the cabinet member agree with the leader of the opposition that "there is no evidence to show that extending free school meals to every child will significantly reduce obesity?"

30. QUESTION TO THE CABINET MEMBER FOR HEALTH, ADULT SOCIAL CARE AND EQUALITIES FROM COUNCILLOR THE RIGHT REVD EMMANUEL OYEWOLE

Would the cabinet member update me on Southwark's plans for Black History Month?

31. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR ROSIE SHIMELL

How many three and four year olds did not take up the 15 hours free early education offer in 2012/13? What is the council doing to support parents to take up their entitlement?

32. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR CATHERINE BOWMAN

How many £1,000 cash incentives have been paid to community groups for suggesting suitable individuals or families to adopt children? What organisations have received cash incentives and how much in each case?

33. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR PATRICK DIAMOND

Would the cabinet member tell me, in the light of the case of Daniel Pelka, what steps the council is taking to make sure similar situations do not occur in Southwark?

34. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR GAVIN EDWARDS

What steps is the cabinet member taking to deliver a state of the art one o'clock club for Peckham Rye?

35. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR MARK GLOVER

Does the cabinet member agree with the leader of the opposition that free school meals are "bribe" that is offered by those "desperate to be elected"?

36. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR ROWENNA DAVIS

Would the cabinet member tell me what proportion of Southwark primary school children have secured a place at a local school and what steps is she taking to ensure that Southwark has the places necessary to meet future demand?

37. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR NICK DOLEZAL

What steps is the council taking to improve the rates of fostering and adoption in the borough?

38. QUESTION TO THE CABINET MEMBER FOR CHILDREN'S SERVICES FROM COUNCILLOR HELEN HAYES

What action is the cabinet member taking to bring the Old Bellenden School site back into use, and what further plans will she take to ensure that Southwark continues to have the school places necessary in the future?

39. QUESTION TO THE CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING FROM COUNCILLOR ADELE MORRIS

According to the Southwark website, if an area is deemed suitable for a table and chairs licence "a consultation will be carried out by Southwark Council's highway licensing team to ensure that appropriate consideration is given to local residents and business owners". Could the cabinet member list a) all the premises in Cathedrals Ward that have been issued tables and chairs licenses, and b) details of the consultation process undertaken for each site?

40. QUESTION TO THE CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING FROM COUNCILLOR LINDA MANCHESTER

How many fines have been issued to drivers this year for driving the wrong way down Kipling Street? How many of these fines have been appealed? What is the council doing to finally resolve the issue of poor signage?

41. QUESTION TO THE CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING FROM COUNCILLOR DENISE CAPSTICK

Please list the top 20 streets in the borough that have suffered the most reported fly-tipping in the past 12 months, including the number of incidents reported in each case.

42. QUESTION TO THE CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING FROM COUNCILLOR ROBIN CROOKSHANK HILTON

Can the cabinet member please give provide a full comparison price breakdown for all four proposed Barbara Hepworth replacement artworks in Dulwich Park?

43. QUESTION TO THE CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING FROM COUNCILLOR REBECCA LURY

Liberal Democrats in Southwark have claimed that fly-tipping has tripled in the last three years. Would the cabinet member confirm whether this is accurate?

44. QUESTION TO THE CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING FROM COUNCILLOR MICHAEL SITU

In addition to the investment that the council is making to parks, would the cabinet member tell me what additional external funding has the council secured and which parks will benefit?

45. QUESTION TO THE DEPUTY LEADER AND CABINET MEMBER FOR HOUSING MANAGEMENT FROM COUNCILLOR WILMA NELSON

Will the cabinet member give an update on the current situation at Maydew House, Rotherhithe?

46. QUESTION TO THE DEPUTY LEADER AND CABINET MEMBER FOR HOUSING MANAGEMENT FROM COUNCILLOR ELIZA MANN

Will the council put mobile CCTV cameras on the Keeton's Estate to help tackle ongoing problems with drug dealing and phone thefts?

47. QUESTION TO THE DEPUTY LEADER AND CABINET MEMBER FOR HOUSING MANAGEMENT FROM COUNCILLOR PAUL NOBLET

When does the council intend to fulfil its pledge to provide increased security measures including CCTV and door entry systems for the Osprey Estate?

48. QUESTION TO THE CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY FROM COUNCILLOR JEFF HOOK

How many council employees or employees of contracted out service companies are on zero hour contracts? What if any plans does the council have to end this practice?

49. QUESTION TO THE CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY FROM COUNCILLOR GRAHAM NEALE

How much has the council spent on hotels for council staff in each of the past three financial years (2011/12, 2012/13 and 2013/14 to date)? What is the most expensive individual room bill paid in 2013, and for which hotel was it paid?

50. QUESTION TO THE CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY FROM COUNCILLOR COLUMBA BLANGO

Please list each of the hotels used by the council to house temporary homeless or statutory homeless residents in the current financial year, including the number of nights of accommodation supplied and the total cost to the council in each case.

51. QUESTION TO THE CABINET MEMBER FOR FINANCE, RESOURCES AND COMMUNITY SAFETY FROM COUNCILLOR NORMA GIBBES

Would the leader update me on what steps Southwark has taken to protect fire services in the borough?

52. QUESTION TO THE CABINET MEMBER FOR CULTURE, LEISURE, SPORT AND VOLUNTEERING FROM COUNCILLOR ALTHEA SMITH

How are we continuing to pick up the legacy and momentum post Olympics 2012 throughout the council?

53. QUESTION TO THE CABINET MEMBER FOR CULTURE, LEISURE, SPORT AND VOLUNTEERING FROM COUNCILLOR MARTIN SEATON

What is the council doing to ensure that the health and well-being of its residents links with the cultural sector?

Item No. 5.2	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Motions	
Ward(s) or groups affected:		All	
From:		Proper Constitutional Officer	

BACKGROUND INFORMATION

The councillor introducing or “moving” the motion may make a speech directed to the matter under discussion. This may not exceed five minutes¹.

A second councillor will then be asked by the Mayor to “second” the motion. This may not exceed three minutes without the consent of the Mayor.

The meeting will then debate the issue and any amendments on the motion will be dealt with.

At the end of the debate the mover of the motion may make a concluding speech, known as a “right of reply”. If an amendment is carried, the mover of the amendment shall hold the right of reply to any subsequent amendments and, if no further amendments are carried, at the conclusion of the debate on the substantive motion.

The Mayor will then ask councillors to vote on the motion (and any amendments).

IMPLICATIONS OF THE CONSTITUTION

The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and allocates to the cabinet responsibility for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis. Therefore any matters that are reserved to the cabinet (i.e. housing, social services, regeneration, environment, education etc) cannot be decided upon by council assembly without prior reference to the cabinet. While it would be in order for council assembly to discuss an issue, consideration of any of the following should be referred to the cabinet:

- to change or develop a new or existing policy
- to instruct officers to implement new procedures
- to allocate resources.

Note: In accordance with council assembly procedure rule 2.10 (7) & (8) (prioritisation and rotation by the political groups) the order in which motions appear in the agenda may not necessarily be the order in which they are considered at the meeting.

¹ Council assembly procedure rule 1.14 (9)

1. MOTION FROM COUNCILLOR TIM McNALLY (Seconded by Councillor Paul Kyriacou)

Save our Local Pubs

Council assembly:

1. Recognises the important role local pubs play in the life of our borough by providing a community hub for residents to meet, relax, debate and do business
2. Notes with regret the decline of community pubs in recent years, as the use of properties for other means has become more financially lucrative
3. Further notes that the council has granted permission for plans resulting in the loss of a pub or bar at least 8 times in the last year
4. Supports campaigns by Simon Hughes MP, Southwark News and The Campaign for Real Ale (CAMRA) to reverse this decline and put local pubs back at the heart of our communities
5. Calls on the cabinet to reflect the council's commitment by:
 - i. Supporting community groups who wish to register their local pubs as assets of community value;
 - ii. Submitting a request to the Secretary of State for Communities and Local Government under the Sustainable Communities Act for full planning powers to be returned to the council to allow it to prevent pubs from being converted to alternative uses; and
 - iii. Amending Southwark's local planning policies to stipulate that no pub will be allowed to change use unless it is demonstrated that continued trading is not economically viable, the premises has been marketed as a pub unsuccessfully for a stipulated minimum period, and the change will not create a shortage of pubs within easy walking distance of the premises.

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

2. MOTION FROM COUNCILLOR PETER JOHN (Seconded by Councillor Dora Dixon-Fyle)

Support for Free Healthy School Meals

Council assembly:

- welcomes the final stage of the roll out of free healthy school meals to all primary school children in the borough
- notes the feedback from parents, carers and teachers who are reporting improved attainment, better concentration, fewer discipline issues, and healthy eating both inside and outside of school

- is encouraged that such positive feedback will be contributing towards the challenge of childhood obesity in Southwark
- welcomes the commitment from the coalition government that they will be following Southwark's example and introducing a national scheme of school meals for the youngest children in primary schools.

However, council assembly also:

- believes that the government scheme will fall short of what is needed by only providing free school meals for the youngest children
- notes with concern that the government scheme will mean that primary school children in years 3, 4, 5 and 6 would lose their free healthy school meal unless local councils like Southwark have their own scheme in place and prioritises the budget to do so
- notes that the Liberal Democrat Group in Southwark has consistently voted to remove the budget for free healthy school meals which would result in children losing this important meal each day
- notes that free healthy school meals in Southwark have been opposed by Liberal Democrat members who have voted against them and by Bermondsey and Old Southwark MP, Simon Hughes, who was writing to constituents as recently as September opposing Southwark's plans.

Council assembly therefore:

- utterly condemns Southwark Liberal Democrat's record opposition to free healthy school meals in Southwark for all primary school children.
- asks cabinet to write to the Deputy Prime Minister welcoming his announcement on free school meals for all children in their first three years of school, urging an expansion of the scheme to all primary school children, and offering to work with government to show how Southwark has made this such a resounding success
- calls on cabinet to continue to deliver free healthy school meals for all primary school children in Southwark.

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

3. MOTION FROM COUNCILLOR ROSIE SHIMELL (Seconded by Councillor Jonathan Mitchell)

Green Flags

Council assembly:

1. Notes that Southwark residents benefit hugely from the many green spaces across the borough, and believes the council should do as much as possible to promote our parks to maximise use.

2. Further notes the great progress which has been made in this respect over recent years with Southwark having now been awarded a total of fourteen green flags across the borough.
3. Calls on the cabinet member for transport, environment and recycling and his team to commit to nominating other parks in Southwark for the Green Flag award this year, including Goose Green, St Francis and Dawsons Heights in Dulwich, which are all wonderful assets to their neighbouring communities.

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

4. **MOTION FROM COUNCILLOR ELIZA MANN** (Seconded by Councillor Anood Al-Samerai)

Damp in Peter Butler House

Council assembly notes the severe damp in Peter Butler House and calls on cabinet to order a full investigation into the problem to ensure this block is 'dry'.

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

5. **MOTION FROM COUNCILLOR MARK GETTLESON** (Seconded by Councillor Denise Capstick)

Clean up Tower Bridge Road

1. Council assembly welcomes the efforts of the Tower Bridge Road Business Alliance to improve Tower Bridge Road.
2. Council assembly calls on the cabinet to commit to getting the basics right by increasing the regularity of street cleaning and rubbish collection in the area.

Note: If the motion is agreed, any proposals will be submitted to the cabinet for consideration.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Member Motions	Constitutional Team 160 Tooley Street London SE1 2QH	Andrew Weir 020 7525 7222

AUDIT TRAIL

Lead Officer	Alexa Coates, Principal Constitutional Officer
Report Author	Lesley John, Constitutional Officer
Version	Final
Dated	27 September 2013

Item No. 6.1	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Report back on motions referred to cabinet from council assembly	
Ward(s) or groups affected:		All	
From:		Cabinet	

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – WELFARE REFORM

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Neil Coyle and seconded by Councillor Cleo Soanes.

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.

We agreed this motion and noted the comments of the strategic director of environment and leisure. We also noted that the second bullet point under recommendation 6 had been implemented.

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – DRUMMER LEE RIGBY AND FAITH COMMUNITIES IN SOUTHWARK

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Michael Bukola and seconded by Councillor The Right Revd Emmanuel Oyewole.

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.

We agreed this motion.

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – SURREY DOCKS BROWN BRICK

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Lisa Rajan, seconded by Councillor David Hubber and subsequently amended.

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.

We agreed this motion and noted the comments from the strategic director of environment and leisure.

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – EAST DULWICH AND RYE LANE CROWN POST OFFICES

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Mark Glover and seconded by Councillor Nick Dolezal.

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.

We agreed this motion.

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – DOOR ENTRY FOR THE DICKENS ESTATE

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Eliza Mann, seconded by Councillor Anood Al-Samerai and subsequently amended.

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.

We agreed this motion and noted the comments of the strategic director of housing and community services. The deputy leader and cabinet member for housing management advised that a meeting had taken place with local residents to discuss the door entry programme.

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – ROBIN HOOD TAX

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Michael Situ and seconded by Councillor Patrick Diamond.

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.

We agreed this motion.

MOTION FROM MEMBERS IN ACCORDANCE WITH COUNCIL ASSEMBLY PROCEDURE RULE 2.10 (6) – NORTHERN LINE EXTENSION

Cabinet on 17 September 2013 considered the following motion referred from council assembly on 10 July 2013 which had been moved by Councillor Catherine Bowman and seconded by Councillor Graham Neale and subsequently amended.

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.

We agreed this motion and the cabinet member for transport, environment and recycling updated the meeting on the current position to confirm that agreement had now been reached at Harmsworth Street to not use a temporary shaft and to pursue the 'gallery tunnels' option.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet agenda and minutes – 17 September 2013. The document is available on this web page (item 19) http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4550&Ver=4	Constitutional Team, 160 Tooley Street, London SE1 2QH	Paula Thornton 020 7525 4395

AUDIT TRAIL

Lead Officer	Alexa Coates, Principal Constitutional Officer	
Report Author	Paula Thornton, Constitutional Officer	
Version	Final	
Dated	25 September 2013	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Legal Services	No	No
Strategic Director of Finance and Corporate Services	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	25 September 2013	

Item No. 7.1	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		2013-16 Children and Young People's Plan	
Ward(s) or groups affected:		All	
From:		Cabinet	

RECOMMENDATION

1. That council assembly adopts the proposed 2013-16 Children and Young People's Plan at Appendix 1 as a key Southwark Council policy framework document for children and young people.

BACKGROUND INFORMATION

2. On 17 September 2013 cabinet considered the 2013-16 Children and Young People's Plan and agreed:

That the proposed 2013-16 children and young people's plan (CYPP) at Appendix 1 of the report be recommended to council assembly for adoption as a key Southwark council policy framework document for children and young people.

3. This decision is now been treated as a recommendation to council assembly for consideration.

Strong local performance in context of high levels of need

4. This 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, thus ensuring that strong universal services are the bedrock of the local system.
5. 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.
6. 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.
7. 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.

8. 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.
9. 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

10. 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.
11. 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.
12. 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.
13. 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.
14. 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.

15. 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
16. 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.
17. 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

18. 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.
19. 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.
20. 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.

21. 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.
22. 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.
23. 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

24. 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.
25. 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.
26. 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

27. 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:
28. **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
29. **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
30. **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

31. 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.
32. 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
33. 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.
34. 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.
35. 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

36. 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.

37. 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

38. 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.
39. 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.
40. 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

41. 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

42. 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.
43. 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.

44. Council assembly 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.
45. 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.
46. 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)

47. 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.
48. 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	www.southwarkjsna.com ; www.southwark.gov.uk	Elaine Allegretti, 020 7525 3923
1,000 Journey – A selection of user experiences	www.southwark.gov.uk	Elaine Allegretti, 020 7525 3923
Cabinet Agenda, 17 September 2013	160 Tooley Street London SE1	Everton Robers/Paula Thornton 0207 525 7221/4395

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

Lead Officer	Romi Bowen, Strategic Director, Children's and Adults' Services	
Report Author	Elaine Allegretti, Head of Strategy, Planning and Performance, Children's and Adults' Services	
Version	Final	
Dated	19 September 2013	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	1 October 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 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

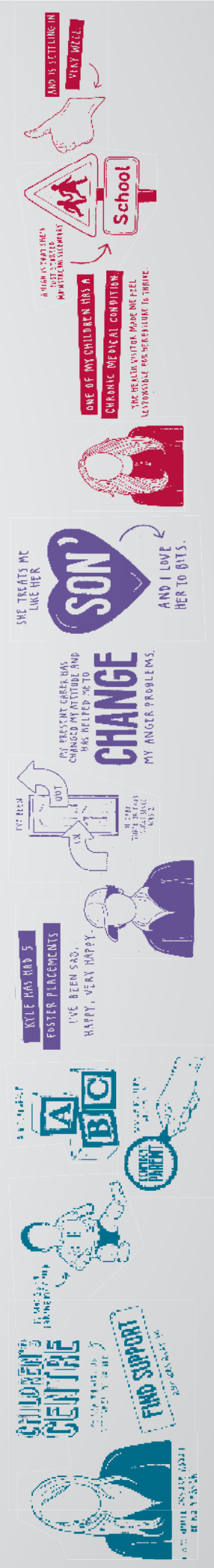
The table below sets out a scorecard of performance measures with which the trust will hold services and the system to account in progressing actions against our shared priorities. It is intended that over the lifetime of the CYPP, these measures will be developed into a bespoke suite to demonstrate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

Best start
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
Choice and control
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
Safety and stability
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	Safety and stability	Choice and control
Providing the right services for children, young people and families at the right time in their life	Providing support for our most vulnerable children, young people and families to bring about safe, positive and lasting change	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.”

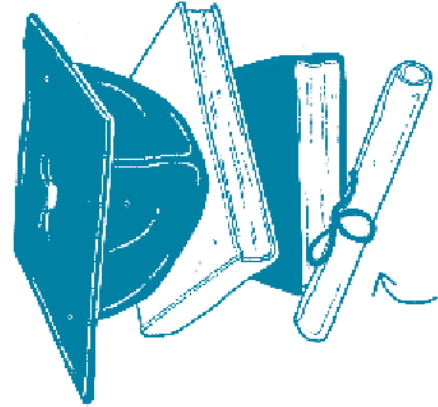
“My first child was born in 2005. My health visitor told me about my local children’s centre, and Bookstart. I was on maternity leave and wanted to take my baby out to meet other children. I didn’t know what to expect because I had never heard of children’s centres. I felt very happy when I went to the 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."

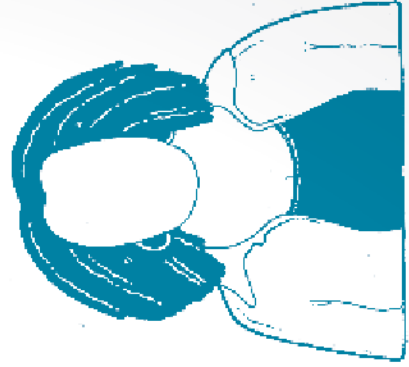


BUILDING MYSELF UP
BY ENROLLING ON COURSES

"My first child was born when I was 17

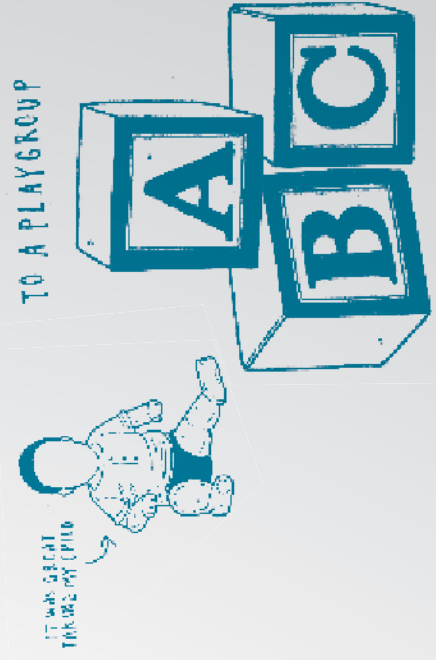
– I was a single parent. I was upset and embarrassed quite a lot. I was shy and scared of using services. I thought people looked down on me. The outreach worker at the children's centre really made a big difference to me. Now, my children are in school – I was so proud when my first child started school.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



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."

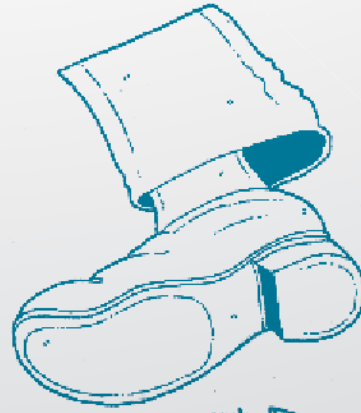
WHEN I GOT ARRESTED
FOR ASSAULT IN 2010.



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

"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.”

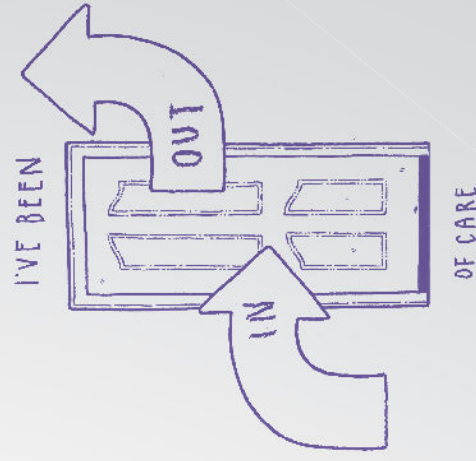
“Complex families need more bespoke solutions to their needs. If we empower practitioners, we need to empower the resources and have the right tools in place.”

“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.”

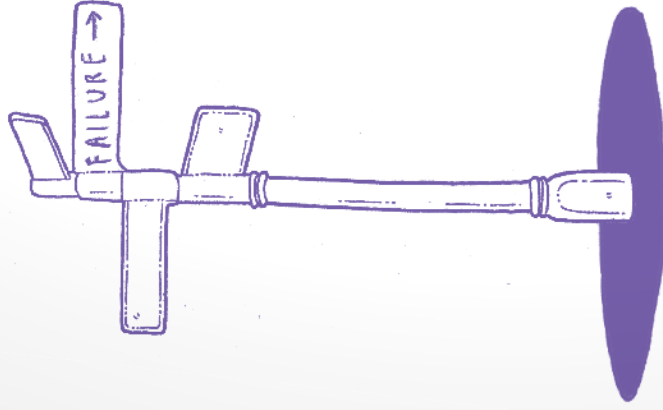
“I was fostered at 6 months to a couple in Essex – one of four children fostered out. When I was eight, my sister came to join me. I had a very unhappy childhood, despite having my sister. I started college in London, but had to get through the hostel system – independent living at 16. I finally met 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."



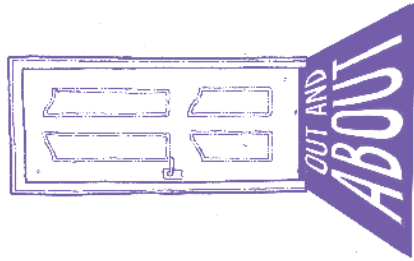
"We need more services at the front door, so families get the support they need earlier. Are we using the wider system as best we can?"

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



"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.

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.

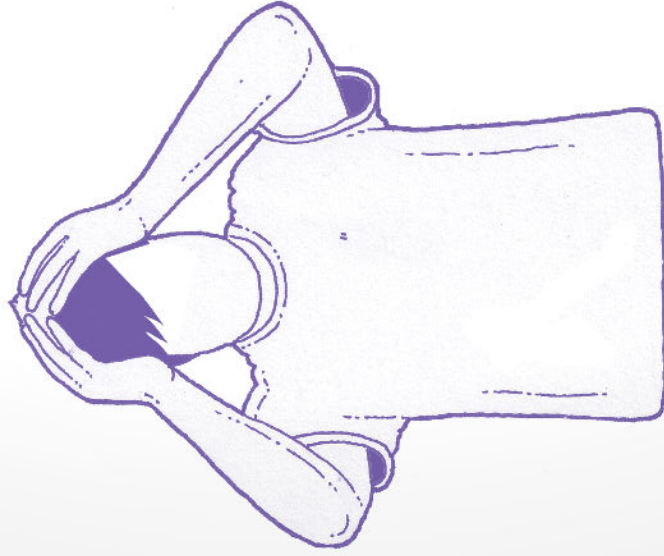
Our [adoption] social worker was on top of everything all the time...we need to dispel the myths – they are passionate, driven, hard working, considerate and actually extraordinary!”

“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.”

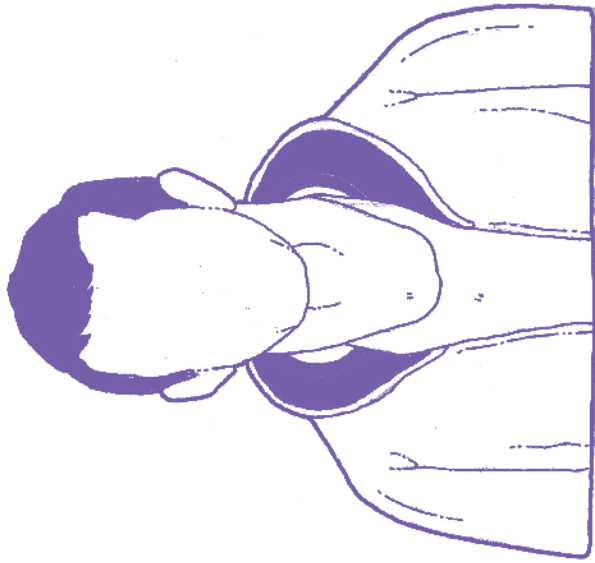


SOUTHWARK FAST-FACTS:

- ☐ 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%

"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."

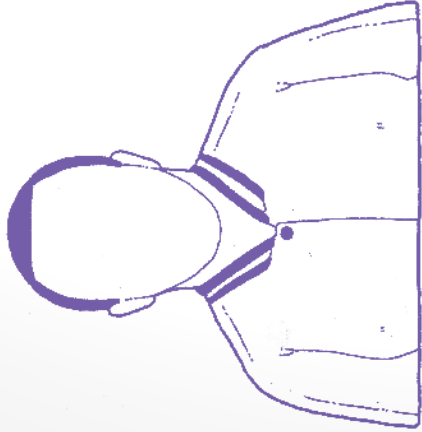
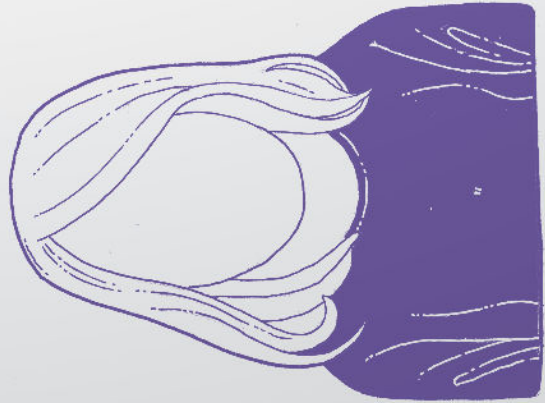
"I am approaching the end of my time in care, as I'm turning 18 next year. It is going to be daunting and scary. I'm going to try to live an independent life. I was shocked when I had to leave my first carers, because I expected to be adopted by them. Luckily I moved in with another couple when I was 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!"

REFERRED ME TO

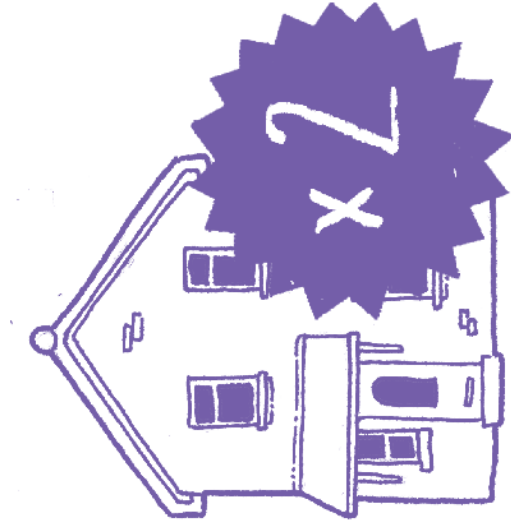
**MENTAL
HEALTH
CARE TEAM**



"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."



"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."

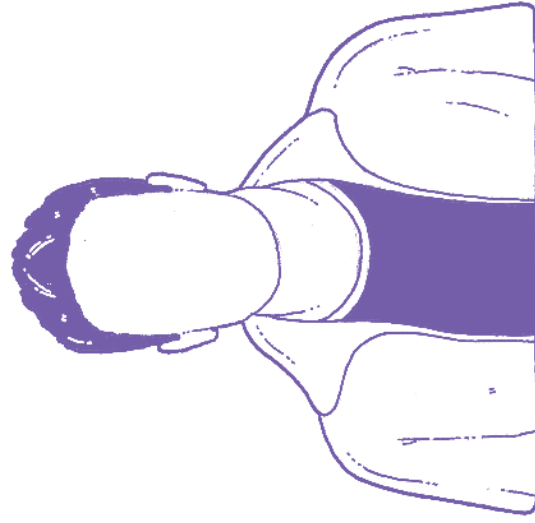


"I am a Social Worker at Southwark. After graduating, I worked for several agencies working with vulnerable young people, particularly women. I have established relationships with parents who have previously been considered difficult, evasive and hard to engage. I have also been able to ensure the safety 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."

“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."

"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 were 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 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



"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."

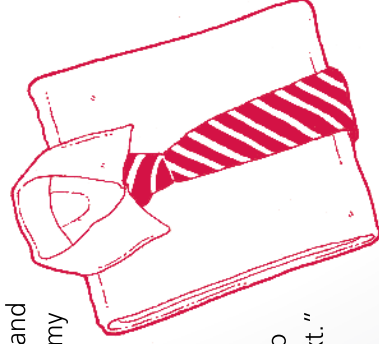


"My brother was in hospital and my mum had to stay with him. So I went to stay with my Nan on the Isle of Wight. I went to school there for a few weeks. I didn't know any of the kids there and played on my own most of the time. Now I'm back at school – and it's good. My brother had to get his legs cut 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:

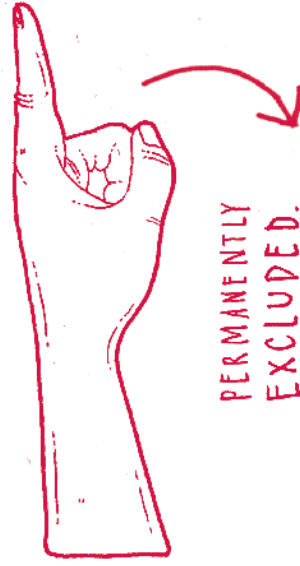
- ☒ THERE ARE AROUND 1,500 SOUTHWARK CHILDREN AND YOUNG PEOPLE WITH A STATEMENT OF SPECIAL EDUCATIONAL NEEDS, AND AROUND 150 OF THESE HAVE A CARE PACKAGE AS WELL
- ☒ THE THREE MOST COMMON NEEDS FOR A STATEMENT ARE AUTISM, EMOTIONAL AND BEHAVIOURAL DIFFICULTIES, AND LEARNING DIFFICULTIES
- ☒ AT 40% OF 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



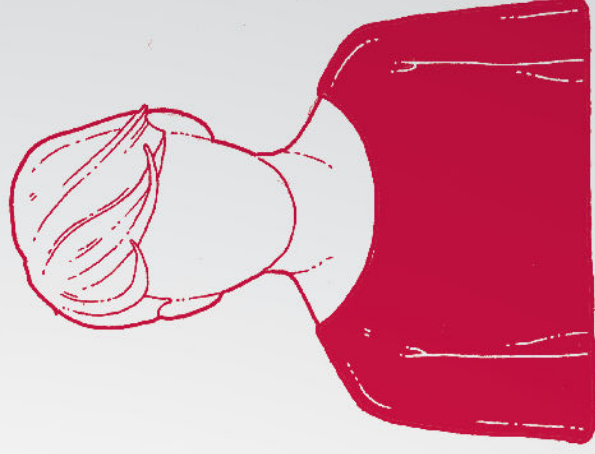
"Since our child has been diagnosed with autism, it has been a struggle and battle to get the right support and advice. We have had to learn, investigate and find the right people ourselves. We felt isolated and alone against

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."

HERE IS A SELECTION OF JOURNEYS ABOUT FAMILIES' EXPERIENCES OF USING LOCAL SERVICES.

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):

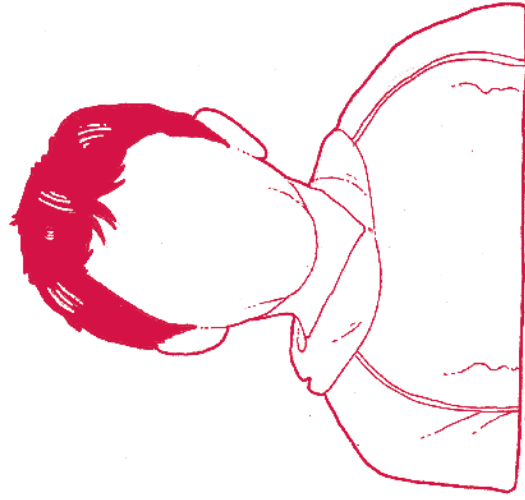
'A is somewhat frustrated by the number of clinicians involved and the apparent difficulties with communication amongst the network particularly between King's and the Evelina. This was heightened as F had fasted and then woken up early to attend an MRI at Evelina which she could not have as there was 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

Southwark Council

PO Box 64529

London SE1 5LX

020 7525 3674

childrenandfamilystrust@southwark.gov.uk

www.southwark.gov.uk/childrenandfamilystrust

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

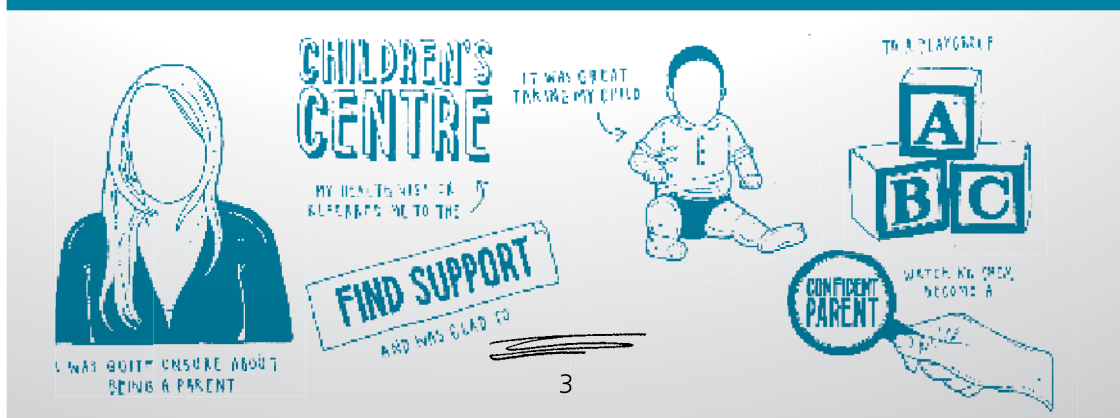
We promise to make sure that children, young people and families can access the right support at the right time – from early years to adolescence – giving them the best start on their journeys.

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

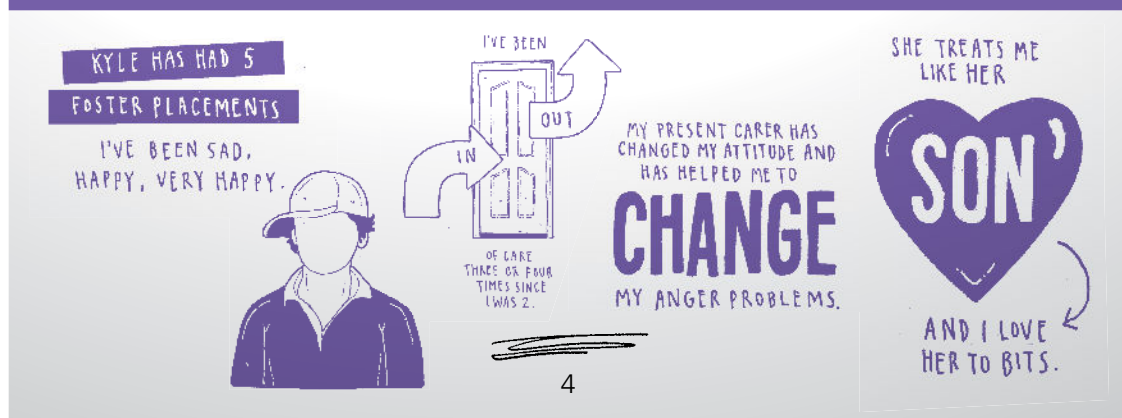
We promise to make sure that our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change – providing safety and stability which might be otherwise missing.

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**.

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Ground Floor, Library,
122 Peckham Hill Street, SE15

Item No. 8.1	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Representation to proposed Northern Line Extension	
Ward(s) or groups affected:		Newington	
From:		Cabinet	

RECOMMENDATIONS

That Council Assembly:

1. Endorse the council's holding objection to the application for the London Underground (Northern Line Extension) Order, served upon the council on the 30 April 2013, by Transport for London (TfL), and submitted by the council to the Secretary of State for Transport on 17 June 2013, in accordance with Section 239 Local Government Act 1972 and Rule 21 of the Transport and Works (Applications and Objections Procedure) (England and Wales) Rules 2000 (SI2000 No. 2190) (“the Applications Rules”) (Appendix 1); and
2. Agree to the submission of the council's formal objection to the London Underground (Northern Line Extension) Order, served upon the council by TfL on the 30 April 2013, to the Secretary of State for Transport in accordance with Rule 21 of the Transport and Works (Applications and Objections Procedure) (England and Wales) Rules 2000 (SI2000 No. 2190) (“the Applications Rules”) as soon as practicable following the endorsement of paragraph (1) of the recommendation.

BACKGROUND INFORMATION

3. On 30 April 2013 Transport for London (TfL) submitted an application for a Transport and Works Act Order (TWAo) including an application for deemed planning permission pursuant to the Transport and Works Act 1992 and s90(2A) of the Town and Country Planning Act 1990 to construct the Northern Line Extension (NLE) (London Underground (Northern Line Extension) Order (“the Order”) to the Secretary of State for Transport. The proposed Order authorises TfL to construct and operate an extension to the Northern line (Charing Cross branch) from Kennington to Battersea, diverging from the existing railway line south of Kennington station from a section of track used by terminating trains (known as the Kennington Loop). The Order also proposes the construction of permanent ventilation and intervention shafts and head houses, temporary shafts and construction tunnels, a terminus station at Battersea Powers Station, an intermediate station in the Nine Elms area, the compulsory purchase and temporary use of land, the temporary stopping up of streets, street works and ancillary works. The proposed development is located in the London Boroughs of Lambeth, Southwark and Wandsworth.
4. Formal representations (for or against) the Order were invited to be made to the Secretary of State by 18 June 2013. The Transport & Works Act 1992 specifies that a resolution of the full council is required in order for a local authority to make a representation. However, guidance published by the Department for Transport acknowledges the difficulties this might cause and allows for a holding

representation, to be endorsed by council assembly at a later date. On 17 June 2013, the council submitted a holding representation to the proposed Order.

5. On 24 July 2013, the Secretary of State for Transport announced that a public inquiry will be held to consider the application, commencing on the 19 November 2013. This is expected to last around four weeks with an independent Inspector appointed to conduct the inquiry and make a recommendation to the Secretary of State for the approval, or refusal of the application. The preliminary meeting into the Inquiry was held on the 13 September 2013.
6. On 27 August 2013, the council submitted a 'Statement of Case' in accordance with Rule 7 of the Transport and Work (Inquiries Procedure) Rules 2004 (SI2004 No. 2018) ("the Inquiry Rules"). This is a written statement containing full particulars of the case which a person puts forward at the inquiry. Rule 7 provides that parties who have stated that they wish to provide oral evidence at the Inquiry will be required to provide a statement within 6 weeks after the start date, being the date of the Secretary of State's letter advising that an Inquiry will be held. On the same date, TfL submitted an Environmental Statement Addendum to the Secretary of State for Transport which included some changes to the scheme. Both matters will be considered by the Inspector as part of the public inquiry.
7. Following the inquiry the Inspector will publish his report and it is anticipated that the Secretary of State will reach a decision in autumn 2014. If the Order is approved, construction will commence (assuming approval and funding are in place) in spring 2015, with the service becoming operational in 2020.

The Northern Line Extension scheme (NLE)

8. The aim of the NLE scheme is to support economic growth in London and facilitate the regeneration of the Vauxhall Nine Elms Battersea (VNEB) Opportunity Area. These proposals are supported by the London Plan (2011), Mayors Transport Strategy and the VNEB Opportunity Area Planning Framework.
9. The new branch would run from Kennington station to new stations at Nine Elms and Battersea, to support intensive development and regeneration in those areas including 16,000 new homes and 20,000 to 25,000 new jobs.
10. Services northbound from Battersea would follow the Charing Cross branch to the north of Kennington, running at up to 30 trains per hour (tph). Currently this branch runs up to 20tph though the improvement is delivered by separate upgrades, not the Extension project. Bank branch trains from Morden, serving Elephant & Castle, Borough and London Bridge stations, would see a similar increase from 22tph to 33tph again through separate upgrade works.

KEY ISSUES FOR CONSIDERATION

11. The new branch line will connect to the existing Kennington Loop (which allows terminating trains to turn just south of the station) at a "step plate" junction under De Laune Street close to Harmsworth Street. This connection gives rise for construction works to be focused at this location and subsequently concerns have arisen. The northbound connection to the loop is at Radcot Street in Lambeth.

12. TfL have described the works in Southwark as being, *“formation of a single bore underground railway (part of Work No.1), diverging from the part of the existing railway known as the Kennington loop by means of a step-plate junction under De Laune Street north of its junction with Harmsworth Street and thence to the borough boundary under Kennington Park Place.”*
13. Given the proximity of the borough boundary to Lambeth, officers have been working closely to ensure the needs of the local community are understood and represented.
14. On 17 June 2013 the council made representations to the Secretary of State, which reiterated in principle support for the NLE however raised a number of concerns with the proposed scheme, of which a copy is provided in Appendix 1.
15. Key concerns raised in the representation include:
 - Impact from the Harmsworth Street temporary shaft construction.
 - Impact from the Kennington Park permanent shaft construction.
 - Ground-borne noise from both tunnel construction and operational railway, requesting TfL to use rail technology to reduce noise and vibration levels.
 - Congestion at Kennington Station, seeking expedient delivery of the cross-passages, and assessment of emergency evacuation and implementation of any remedial works arising.
 - Control of Streetworks, seeking application of sections 56, 56A, 58A, 73A, 73B, 73C and 78A and Schedule 3A of the New Road and Street Works Act 1991.
 - Employment strategy, requesting the preparation and implementation of an Employment strategy.
 - Design considerations for Kennington Park Head House, raising design concerns with the proposed Head House and impact on the conservation area.
 - Dog walking area and ‘Bee Urban’ facilities and nature garden, requesting fencing of the relocated dog walking area and provision for the ‘Bee Urban’ facilities.

Current status of the application

16. On 6 August 2013, TfL wrote to stakeholders stating *‘Following further feasibility work, a decision has been taken by TfL to remove the temporary shafts proposed at Harmsworth Street and Radcot Street on the basis they are no longer required. This means that no above ground works will be undertaken at either of these locations and construction works will be progressed from the proposed worksites at Kennington Park and Kennington Green instead.’* As such no works will take place in Harmsworth and Radcot Streets and this representation is no longer required.
17. On 22 August 2013 TfL wrote to the council and in this:
 - Committed to providing the new cross-passages prior to the NLE
 - Committed to providing an Employment Strategy, of which a draft has now been provided
 - Advised that the community building will no longer be provided following further discussion with Lambeth Council

- Stated that the 'Bee Urban' facility will be relocated and agreed the relocated dog walking area
18. On 27 August 2013, TfL submitted an addendum to the Environmental Statement which confirmed the implementation of cross-passages at Kennington Station prior to the commencement of the operation of the NLE. This addendum also presented a redesigned head house which is reduced in scale and is considered to be more fitting with the locality.
 19. TfL have now prepared a draft Employment Plan and discussions between TfL Southwark, Lambeth and Wandsworth officers are continuing. Southwark are seeking a commitment to London Living Wage.
 20. TfL have commenced discussions of possible mitigation which may be required as a result of the works with parameters established within a Code of Construction Practice. However at this stage no commitments have been made.
 21. TfL has also recently committed to extensively monitoring the ground borne noise at locations suggested by Southwark.
 22. Having considered the information provided the council retains a number of concerns with the proposal and submitted a Statement of Case on 27 August 2013.
 23. The council has been working with TfL and several points of mitigation have been agreed. However the council retains concerns and is seeking further specific mitigation in relation to the Bishops House Early Start Centre. BHESC is used as a multi-use education facility comprising of a day nursery for 41 children, offices, teaching and consulting rooms used by various council departments. The site also includes a large outside space, which is utilised all year around by the nursery as part of their outdoor learning.
 24. Mitigation discussed to date includes works to allow the rear entrance of the Nursery to be used as the main entrance during the works, noise insulation (double/secondary glazing or barrier treatment) and a condition survey of the Grade II Bishops House and the boundary wall. The council's position is that mitigation work should be secured by legal agreement with TfL and carried out prior to the commencement of the main construction works.
 25. The NLE Public Inquiry is due to commence on 19 November 2013. Officers will continue to negotiate with TfL of the outstanding concerns contained within the Statement of Case.
 26. Should these concerns be addressed to the council's satisfaction then it will be unnecessary to present the council's case at the Public Inquiry. Ahead of an Inquiry, Proofs of Evidence will need to be prepared and submitted by 22 October 2013. Inquiry commences 19 November 2013.

Policy implications

27. The NLE proposals are supported by the London Plan (2011), Mayors Transport Strategy and the VNEB Opportunity Area Planning Framework.
28. The statutory development plan for the borough consists of the Core Strategy (2011), saved policies in the Southwark Plan (July 2007), the London Plan (July

2011) and the Adopted Policies Map 2012. Whilst the council in principle supports the NLE, the proposals as submitted by TfL are being considered against these policies.

Financial implications

29. This report recommends that the council assembly endorses the council's holding objection of 17 June 2013 to application by Transport for London for Northern Line extension from Kennington to Battersea.
30. There are no immediate financial implications arising from this report. Officer time to effect the recommendations will be contained within the existing budgeted resources
31. However, it must be noted that if the concerns raised in this report are not addressed to council's satisfaction, it will be necessary to present the council's case at a Public Inquiry. Any financial implications arising from such Public Inquiry cannot be quantified at this stage but will be included in subsequent report for consideration and approval.

Community impact statement

32. Residents in the areas have formed the Kennington & Walworth Neighbourhood Action Group (KWNAG). Officers have been liaising with the local community since April 2013. Key issues raised by KWNAG include:
 - Impact of construction noise (four years for the permanent shaft);
 - Potential settlement of their homes leading to a need to redecorate and re-fit doors and windows;
 - Increased operational noise/vibration from the operational railway;
 - Increased congestion at Kennington Station which, they fear, could lead to morning peak closures;
 - The temporary relocation of the dog walking area;
 - The relocation of the "Bee Urban" hives and visitor facility.
33. In particular the residents have asked whether the connection to the Kennington Loop, and the permanent shaft, can be located further from residents. TfL have explained that a connection further along the loop would require trains in service (i.e. at a reasonable speed, rather than the very slow speed around the loop when trains are empty) to make a very tight turn. This would lead to discomfort to passengers, and higher operational noise and vibration which would lead to on-going maintenance problems. Any relocation of the permanent shaft would remove the option to use the gallery tunnels and therefore make the temporary shaft necessary.
34. Residents also feel that they have been poorly consulted by TfL, especially in regards to the small area consulted and the lack of options presented. Lambeth officers have raised the issue in communications with their residents, and have commissioned engineering consultants (Ramboll) to advise on technical matters.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

35. This report recommends that the council assembly endorses the council's holding objection, dated 17 June 2013, in response to the proposed London Underground (Northern Line Extension) Order ("the Order"), served upon the council on the 30 April 2013 by TfL in accordance with Section 239 Local Government Act 1972 and Rule 21 of the Applications Rules (Appendix 1) and approves the submission of the council's formal objection to the Secretary of State for Transport, in accordance with the respective statutory regulations as soon as practicable following the endorsement of paragraph 1 of the recommendation.
36. Paragraph 3 of the report advises that an application for the Order was submitted to the Department of Transport by TfL on 30 April 2013 pursuant to the Transport and Works Act 1992. Members are advised that the council submitted a holding response setting out 8 grounds of objection to the Department of Transport on 17 June 2013. Following the submission of the holding response the Secretary of State for Transport advised the council that a Public Inquiry would be held into the matter commencing on the 19 November 2013. The Pre-Inquiry meeting was held on the 13 September 2013. Paragraph 6 of the report explained that the council submitted a Statement of Case in accordance with Rule 7 of the Transport and Work (Inquiries Procedure) Rules 2004 (SI2004 No. 2018) ("the Inquiry Rules") on 27 August 2013, which set out the council's position on the Order as of that date. Paragraphs 16-21 of the report further advises that the council has been in on-going negotiations with TfL in regards to its objections and suitable levels of mitigation required to alleviate the harmful amenity impacts of the scheme.
37. Members' are advised that a TWA Order is a statutory instrument made under the Transport and Works Act 1992. TWA Orders are required to authorise the construction or operation of railways, tramways, trolley vehicle systems and other guided transport; the construction or operation of canals; the carrying out of certain works that interfere with rights of navigation in waters in and around England and Wales. The main features of a project that requires authorisation under a TWA Order are that they may involve the construction and/or use of works which affect public rights such a public right of way over a highway and/ or the provision of powers of compulsory acquisition of land and/or the extinguishment of private rights.
38. A typical TWA Order will authorise:
- The construction and maintenance of the works specified in the Order
 - Compulsory acquisition of Land or rights over land for the works;
 - Compulsory acquisition of any other land required either temporarily or permanently (for construction sites and access or environmental mitigation)
 - Closure or diversion of roads or paths or creation of new rights of way;
 - Other matters needed for the scheme, such as powers to use watercourses, protect adjoining buildings, move utility apparatus, make by-laws or transfer an existing undertaking.

39. The process of seeking and obtaining a TWA Order from the Secretary of State is permissive as opposed to obligatory and will only grant the powers specified in its articles and schedules. The making of a TWA Order does not itself confer planning permission for any development provided for in the order. Therefore, unless the proposed ancillary works are permitted development under the Town and Country Planning (General Permitted Development) Order 1995, planning permission is likely to be required. The procedures for obtaining planning permission have been assimilated into the TWA Order process. Therefore listed structures are affected, any necessary listed building, conservation area or scheduled monument consents will be required. Applications for listed building consent or conservation area consent must be made to the local planning authority and is subject to “call-in” by the Secretary of State for his decision.
40. An applicant, when applying for a TWA Order, can request that the Secretary of State deem the grant of planning permission by way of a direction under section 90(2A) of the Town and Country Planning Act 1990. Alternatively, planning permission may be applied for separately from the respective local planning authority. Conditions may be attached to a planning direction. Similarly, if planning permission had been sought from the local planning authority, the Secretary of State would wish to establish that such permission had been granted before making the order.
41. Applications for TW Orders, other than those relating to Wales, are made to and determined by, the relevant Secretary of State. This is normally the Secretary of State for Transport. There are statutory rules of procedure for making applications and for objecting to them. Currently, these are the Transport and Works (Applications and Objections Procedure) (England and Wales) Rules 2000 (SI2000 No. 2190) (“the Applications Rules”). In addition, there are separate statutory rules of procedure relating to the holding of public local inquiries into TWA applications. These rules – which cover the procedures before, during and after an inquiry – are the Transport and Work (Inquiries Procedure) Rules 2004 (SI2004 No. 2018) (“the Inquiry Rules”).
42. A TWA Order may contain provisions modifying or excluding any statutory provision of general application which relates to any matter for which an order could be made. However, guidance issued by the Department of Transport (A TWA Guide to Procedures – Guidance on the procedures for obtaining orders under the Transport and Works Act 1992, relating to transport systems, inland waterways and works interfering with rights of navigation June 2006 (“DfT Guidance”) states that the Secretary of State would be unlikely to accept such provisions if the applicant was simply seeking to avoid having to comply with a separate, and custom-made, statutory control process approved by Parliament. Members’ are advised that Article 3 of the TWA Order seeks to disapply various sections of the New Road and street works Act 1991. These sections provide the council with powers to control various aspects of street works and assist with the performance of its duties under the Traffic Management Act and Highways Act 1980. This matter forms objection 5 of the council’s initial objection and paragraph 8 of the Statement of Case submitted on the 27 August 2013.
43. Members’ will also note from paragraph 23 of the report, that the council has a number of concerns in regards to the amenity impacts the Order will have upon the Bishops House Nursery and Early Years Centre and that specific mitigation requirements are sought by the council to address this matter. This is has been fully addressed in the Statement of Case, submitted to the Secretary of State. The council is in continuing negotiations with TfL in regards to this site and will

require this specific mitigation to be secured by way of a legal agreement in order to be acceptable.

44. Rules 21 of the Application Rules sets out a procedure for the handling and objections received by the Secretary of State. This provides that objections and other representations must be made in writing to, and received, by the Secretary of State no later than the expiry date for objections, being no less than 42 days from the date of the application. However, where an authority, which is subject to the provisions of s239 of the Local Government Act 1972 wishes to lodge an objection but is unable to comply with the requirement within this period, it may forward a holding objection. The Guidance provides that this holding objection should set out the initial views of the relevant officers or committee, subject to endorsement by a meeting of authority members.
45. Section 239 Local Government Act 1972 provides that a resolution of a local authority to promote or oppose a Bill must be passed by a majority of the whole number of the members of the authority at a meeting of the authority held after the requisite notice of the meeting and of its purpose has been given by advertisement in one or more local newspapers circulating in the area of the authority, such notice being given in addition to the ordinary notice required to be given for the convening of a meeting of the authority.
46. The Guidance states that where an authority submits a holding objection, it should submit its formal objection as soon as reasonably practicable after the resolution pursuant to the 1972 Act has been passed. Pending formal endorsement, the holding objection will be treated as an effective objection for the purposes of the Rules.
47. Part 3A of the Southwark Constitution 2012/2013, paragraph 18 states that the 'making, amending, revoking, re-enacting or adopting byelaws and promoting or opposing the making of local legislation or personal bills' is reserved to council assembly for decision. Paragraph 22 also reserves 'all other matters which, by law, must be reserved to council assembly'. The endorsement and approval of the recommendations are therefore within the decision making remit of council assembly.
48. The council must have due regard to the Public Sector Equality Duty (PSED) in accordance with s149 Equality Act 2010. This duty requires public authorities to consider the aims of the general equality duty to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not to take prejudice and promote understanding when making decisions and setting policies. The protected characteristics specified under the Equality Act are age, disability, gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.
49. In discharging the PSED duty, the council must have regard, in particular, to the need to:
 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
50. The amenity impact of the Order potentially engages certain human rights under the Human Rights Act 2008 (“the HRA”). The HRA prohibits unlawful interference by public bodies with conventions rights. The term ‘engage’ simply means that human rights may be affected or relevant. In this instance the following rights are potentially engaged:
- a. **Article 1, Protocol 1 (Protection of Property)** – this raises the potential for interference with individuals’ right to peaceful enjoyment of existing homes.
51. It is important to note that not all rights operate in the same way. There are very few rights are absolute and cannot be interfered with under any circumstances. Other ‘qualified’ rights, including the aforementioned Article 6, and Protocol 1 rights, can be interfered with or limited in certain circumstances. The extent of legitimate interference is subject to the principle of proportionality, whereby a balance must be struck between the legitimate aims. Public bodies have a wide margin of appreciation in striking a fair balance between competing rights in making these decisions. However, Members are advised that the council is not determining the application for the Order, being a decision which will be made by the Secretary of State for Transport in due course and following the closure of the Inquiry process.
52. Therefore providing that the council, its members and officers understand human rights considerations and throughout the decision making process take them into proper account by striving to strike a balance between competing rights, no unlawful interference should be caused.

Strategic Director of Finance and Corporate Services

53. It noted that that there are no immediate financial implications arising from this report as staffing and any other related costs will be contained within existing departmental budgets.
54. It is also noted that the potential financial implications for the council for presenting any unresolved concerns at the proposed Public Inquiry, if required, cannot be quantified at this stage and this will be subject to a further report for approval.

Strategic Director of Environment and Leisure

55. This report recommends that the council assembly endorses the council's holding objection dated 17 June 2013 and agrees the council's formal objection to the application from Transport for London for a Transport and Works Act Order to authorise the construction of the Northern Line Extension. Officers from the community safety and enforcement business unit have been involved in the pre - application discussions and have contributed to the grounds of objection. Officers are currently in the process of informally discussing mitigation with TfL either through suitable planning condition or legal commitment to provide such.

56. The Applicant's proposed Code of Construction Practice will provide safeguards to the amenity of the area. If required, officers from the community safety and enforcement business unit will appear at the Public Inquiry.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

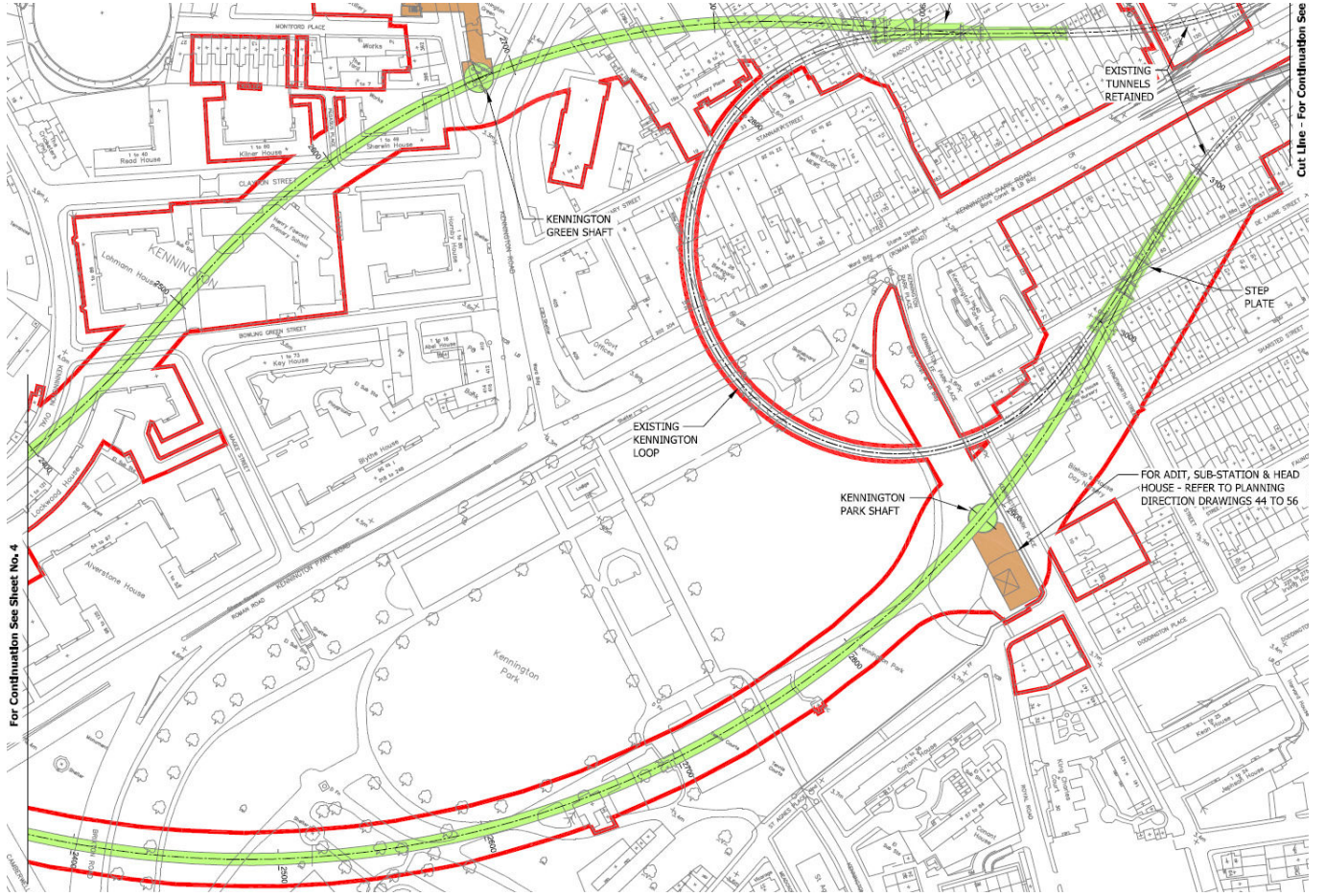
APPENDICES

No.	Title
Appendix 1	Northern Line Extension - plan
Appendix 2	Northern Line Extension – Holding representation

AUDIT TRAIL

Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Sally Crew, Head of Transport Planning	
Version	Final	
Dated	3 October 2013	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Strategic Director of Environment and Leisure	Yes	Yes
Cabinet Member	Yes	No
Date final report sent to Constitutional Team	3 October 2013	

Appendix 1 - Northern Line Extension





TfL Northern line extension
 Floor 10, Windsor House
 42-50 Victoria Street
 London SW1H 0TL

Transport Planning

Direct 020 7525 5317

Line

Email transport@southwark.gov.uk

Our ref 20130102_NLE_response

Your ref

2 January 2013

Dear Sir/Madam

Southwark Council's response to TfL's consultation on the Northern Line extension

Southwark welcomes the opportunity to comment on the proposed Northern Line extension. We have three key points to make in response.

Impact on services post-construction

Our primary concern is the impact of the proposed extension on users of stations within Southwark with the completion of the extension. Currently these stations experience passenger crowding as well as train crowding, and this is predicted to continue, not least to Kennington Station itself. A key question we would like to raise is, will users of Elephant & Castle and London Bridge stations, which are both key regeneration areas in the borough, be able to get on trains in the peak hours?

We note that proposal includes plans for the partial separation of the Northern line with the Charing Cross and Bank branches being separated at Kennington. This will enable an increase in peak hour service frequency. However we would like TfL to demonstrate whether this capacity increase will be sufficient to cope with the predicted increase in passenger numbers and how this will impact on the rest of the line – particular stations in Southwark.

We note that TfL Railplan modelling is still ongoing, and hope that once complete station modelling will be refined to further understand the long term impact at Kennington, Elephant & Castle, Borough and London Bridge stations.

Future improvements to Kennington Station

With the advancement of the Northern Line Extension, with all its impacts locally, there is an opportunity to improve the service for local users of Kennington Station. This underground station has long suffered from anti-social behaviour and low-level

Transport Planning – Chief Executive's Department,
 PO Box 64529, London SE1P 5LX
Switchboard - 020 7525 5000 **Website** - www.southwark.gov.uk

crime. Responding to public calls for longer staffing hours and / or greater use of CCTV monitoring would go a long way towards resolving the situation.

We want to also reiterate to TfL Southwark Council's longstanding campaign for Kennington Station to be re-designated a Zone 1 station. The improvements to and expansion of the Northern Line lend further support to this request and we would ask TfL to review the zoning of the station alongside the extension.

Surface disturbance during construction

We recognise that a significant degree of disruption to local residents is inevitable through lorry traffic on residential roads, risk of building settlement, temporary loss of parking places, and engineering works leading to noise, dirt and vibration. We appreciate that efforts are being made to minimise this disruption, but would urge that the option with least disruption to our residents is pursued as well as fully mitigating any inconvenience and risk caused particularly to the users of Bishop's House Children's Centre, regardless of any cost differentials.

We also request that serious consideration is given to relocating the junction of the existing line to a section of the loop beneath the park. If this is not possible, we are seeking assurances that the current plans to site a ventilation shaft in Harmsworth Street and tunnelling below will not result in subsidence to any of the properties in the area. We also wish to see the galley tunnelling option fully explored.

Service patterns during construction

We understand that modelling is still underway to determine the optimum service patterns during construction. Our concerns are primarily related to the operation of the station: there is a risk that reduced services, coupled with the proposed split between Bank and Charing Cross branches giving rise to an increased demand for interchange, will lead to significant congestion at the station.

Whilst Southwark welcome the chance to respond to this consultation, we feel that the deadline is too soon given that we are expecting further information regarding the extension in the coming weeks. If you would like to discuss any of the issues contained within this letter please contact Sally Crew on 020 7525 5564.

Yours faithfully



Cllr Barrie Hargrove
Cabinet Member for Transport, Environment and Recycling

Item No. 8.2	Classification: Open	Date: 16 October 2013	Meeting Name: Council Assembly
Report title:		Constitutional Review 2013/14	
Ward(s) or groups affected:		All	
From:		Proper Constitutional Officer	

RECOMMENDATIONS

That council assembly consider the recommendations of the constitutional steering panel regarding the following changes to the council's constitution:

PART 4: CONTRACT STANDING ORDERS

1. That the changes to contract standing orders as described in paragraphs 10 - 13 and as set out in full in Appendix 1 of this report be agreed.

PART 4: FINANCIAL STANDING ORDERS

2. That the changes to financial standing orders as described in paragraphs 14 - 16 and as set out in full in Appendix 2 of this report be agreed.

PART 3G: LICENSING COMMITTEE

3. That the changes to the licensing committee's terms of reference as described in paragraphs 17 - 24 and as set out in full in Appendix 3 of this report be agreed.

PART 3K: AUDIT AND GOVERNANCE COMMITTEE

4. That the changes to the audit and governance committee's terms of reference as described in paragraphs 25 – 28 and as set out in full in Appendix 4 of this report be agreed.

MEMBERS ALLOWANCE SCHEME

5. That the members' allowance scheme is adopted for 2013-14 (see paragraphs 29 - 32 and Appendix 5).

CONSEQUENTIAL CHANGES

6. As a result of the changes suggested within this report officers will be required to update the constitution. Therefore council assembly is requested to authorise officers to undertake any necessary consequential changes.

BACKGROUND INFORMATION

7. This report covers constitutional areas and a number of other statutory and regulatory changes that had come to officers' attention that are relevant to this review of the constitution.
8. The central objective for making changes to the constitution is to ensure that it is easily understood and user friendly. In order to achieve this, council assembly should take into account that the constitution should be:
 - **Accessible** to all those who need to use it to understand their rights and obligations under it.
 - **Efficient:** supporting effective decision-making so that the business of the council can be delivered in line with best practice on corporate governance.
 - **Inclusive:** so that decision-making is open and transparent and involves local communities.
9. All the constitutional changes outlined in this report were considered by the constitutional steering panel on 4 September 2013, and stand referred as a recommendation to council assembly. Changes to the constitution are generally agreed by council assembly, unless another body or individual is authorised to do so – see Article 1.15.

KEY ISSUES FOR CONSIDERATION

PART 4: CONTRACT STANDING ORDERS

General advice on changes to contract standing orders

10. The contract standing orders (CSOs) are reviewed each year to reflect any statutory or procedural changes. Article 1 of the constitution provides that minor changes may be made by the monitoring officer and chief finance officer to CSOs, but all other changes must be agreed by council assembly. It should be noted that other changes which may be agreed to the constitution by council assembly may have an impact on CSOs which would need to be picked up subsequently.
11. A comparison of this council's contract standing orders with those of other London boroughs has commenced, in particular in relation to decision making thresholds, and this may lead to further proposals next year for consideration.

Substantive changes

12. Proposed substantive changes are set out below and are included in Appendix 1:
 - CSO 4.3 Supplemental advice from other officers in Gateway and other reports – it is proposed to require report authors to include advice from the strategic director of housing and community services in relation to all housing-related reports, in order to ensure that section 20 leaseholder implications are addressed appropriately.

Other minor changes

13. A number of other minor changes have been made to CSO 3 Particular types of contract to clarify the position in relation to the use of consortia and frameworks. These are summarised below and are included in Appendix 1:
- CSO 3.1 Corporate contracts – the title and section have been amended for greater clarity, but without changing the requirements
 - CSO 3.2 Consortium contracts – this section and title have been reworded for greater clarity, but without changing the requirements
 - CSO 3.3 Framework/schedule of rates contracts – the title and subsection CSO 3.3.1 have been reworded for greater clarity and subsection CSO 3.3.2 has been moved to a new expanded section 3.4 on use of third party framework agreements and arrangements. No changes have been made to requirements
 - Definitions – updated and new definitions of consortium and framework related entries for greater clarity
 - Terminology – updated as required, e.g. post and portfolio titles.

PART 4: FINANCIAL STANDING ORDERS

General advice on changes to financial standing orders

14. The financial standing orders (FSOs) are reviewed each year to reflect any statutory or procedural changes. Article 1 of the constitution provides that minor changes may be made by the chief finance officer and monitoring officer to FSOs, but all other changes must be agreed by council assembly. It should be noted that other changes which may be agreed to the constitution by council assembly may have an impact on FSOs which would need to be picked up subsequently.

Substantive changes

15. The proposed substantive changes are summarised below and included in Appendix 2:
- FSO 4 Setting the annual budget and the council tax – an amendment is proposed to 4a) to include approval and notification of the net rate yield for national non domestic rates to reflect the new requirements arising from new local government financing arrangements
 - FSO 5d) Budget adjustments/virements between directorates – a new subsection i) is proposed to make explicit the current requirement that adjustments affecting the schedule of corporately controlled budgets may only be made with the agreement of the chief finance officer. This has previously been included in 5c (budget adjustments/virements within directorates) but not 5d
 - FSO 5d) Budget adjustments/virements between directorates – a new subsection ii) is proposed to set out reporting requirements for any technical adjustments which may be made to budgets after the outturn has been reported to cabinet. Examples other than those listed could be the build up and release of the waste PFI reserve, movements to and from reserves related to rent free periods, or the smoothing of the cost of rent over a number

of years. This section confirms that any such adjustments will be reflected in the statement of accounts

- FSO 5d) Budget adjustments/virements between directorates – a new subsection iii) is proposed to make explicit the current arrangements for reporting adjustments up to £250,000 to cabinet
- FSO 5d) Budget adjustments/virements between directorates – an amendment to subsection iv) is proposed to include adjustments relating to reserves within the arrangements for obtaining approval.

Other minor changes

16. Minor changes are summarised below and included in Appendix 2:

- FSO 4 Setting the annual budget and the council tax – switch the order of b) Collection fund and d) Support for council tax so that FSO 4 flows more logically
- FSO 5c) Budget adjustments/virements within a directorate – removal of reference to ‘cost centre groups’ as these are no longer shown within the budget book
- FSO 5c)ii) Budget adjustments/ virements within a directorate – rewording for greater clarity but no change to requirements
- FSO 5c)iii) Budget adjustments/virements within a directorate – rewording to reflect current arrangements – in practice, cabinet already approves these adjustments and, in the event that an adjustment had been actioned which was not subsequently approved, it would be reversed
- FSO 11a) Prudential framework – reporting of indicators made explicit
- Terminology – updated as required, e.g. post and portfolio titles.

PART 3G: LICENSING COMMITTEE

17. The Scrap Metal Dealers Act 2013 came into effect on 1 October 2013.
18. Under the Act the Council has the ability to consider whether applicants for scrap metal dealers site and collectors licences are suitable to hold a licence. If the council is minded to refuse an application then the applicant is able to make representations to the council and have these heard. Guidance issued by the LGA proposes that for purposes of consistency of approach and human rights, all representations should be heard by the licensing sub-committee.
19. However there is a minor problem, the Act allows in Schedule 1: *If A informs the authority that A wishes to make oral representations, the authority must give A the opportunity of appearing before, and being heard by, a person appointed by the authority.*
20. Clearly the decision maker should hear and take into account any representation before making any decision. However, there is no reason why the oral representation cannot be made before a committee or sub-committee. There is a very small risk of challenge but given the need for the decision maker to hear any representation and the right of appeal this is acceptable
21. In reality the hearings required are likely to be few. However, current operators will need to apply under the new licensing regime under transitional

arrangements and guidance suggests that all applications made during the transition should be determined by 1 December 2013 (the date when offences under the Act may become enforceable) and it is possible that current registered operators may require a hearing.

22. The requirement on councils to allow an applicant to make oral representations means that it will be appropriate to refer any contested applications to a licensing committee. Therefore the constitution will need to be amended to ensure that applications for the grant, renewal or variation of a scrap metal licence which involves the applicant making representations are matters reserved to the licensing committee and its sub-committee.
23. Those applications which are uncontested or where there are no questions about the suitability of the applicant can be delegated to officers to make the decision.
24. The constitutional steering panel therefore recommends that Part 3G be amended as follows:

Add as part of Other reserved decisions:

29. Any application for the grant, renewal or variation of any scrap metal licence which involves the applicant making representations.
30. Revocation of any scrap metal licence.

PART 3K: AUDIT AND GOVERNANCE COMMITTEE

25. On 1 April 2013 the UK Public Sector Internal Audit Standards (PSIAS) came in to force. The PSIAS apply to all public sector internal audit service providers and compliance (or otherwise) with them must be reported by 30 March 2014. In order to review the internal audit service's compliance with the new code, the head of anti-fraud and internal audit undertook a self-assessment review which identified that some updates to the audit and governance committee's terms of reference in relation to its audit activity (Appendix 4) would need to be considered by council assembly.
26. Overall, the self assessment confirmed that the council is already largely compliant with the standards and the committee's terms of reference are fit for purpose. There are, however, some new requirements introduced by the code as set out in new points in the draft revised terms of reference: these are changes around terminology and confirmation of activity undertaken.
27. At their meeting on 17 July 2013 the audit and governance committee reviewed the draft revised terms of reference and confirmed that it proposed no amendments before consideration by the constitutional steering panel.
28. The proposed changes are summarised below and are shown in detail in Appendix 4:
 - Point 5 has been deleted and replaced by new points 5-9 to reflect new requirements of the PSIAS
 - Points 10 and 11 have been amended to more closely reflect the PSIAS
 - Point 16 has been amended to reflect changes in external audit provision
 - Point 21 has been amended to reflect recent changes to terminology.

MEMBERS ALLOWANCE SCHEME

29. The current scheme was agreed by council assembly on 23 May 2012. The Local Government & Housing Act 1989 and the Local Authorities (Members' Allowances) (England) Regulations 2003 require authorities to make a scheme for payment of allowances to councillors. The regulations do not set the amounts that can be paid.
30. Before making, amending or reworking its allowance scheme, the council is required, by the regulations, to have regard to any recommendations of an independent remuneration panel. The council is not, however, bound to adopt all or any of the panel's recommendations provided it has given them due consideration and is satisfied that it has justifiable reasons for not doing so. The London Councils Independent remuneration panel last reported in 2010 and it is on these recommendations which the current scheme is based.

Basic Allowance

31. No change is required to the basic allowance. The figure will remain at £10,599 unless members specifically agree to change it.

Allowances

32. The Local Authorities (Members' Allowances) (England) Regulations 2003 provides, under section 5.1i, for an SRA to be paid for carrying out "such other activities in relation to the discharge of the authority's functions as require the member an amount of time and effort equal to or greater than would be required for any other specified activity" (these include chairing committees, representing the council and acting as a spokesperson). There are no amendments proposed to the level of SRA to be paid.

OTHER CONSIDERATIONS

Resource implications

33. There are some resource implications associated with the changes outlined above but these can be dealt with within existing budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

34. Any legal issues are outlined in the body of the report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Constitution http://www.southwark.gov.uk/info/10058/about_southwark_council/375/councils_constitution	160 Tooley Street, London SE1 2QH	Constitutional Team constitutional.team@southwark.gov.uk 020 7525 7228

APPENDICES

Appendix	Title
Appendix 1	Contract Standing Orders – Proposed Amendments
Appendix 2	Financial Standing Orders – Proposed Amendments
Appendix 3	Part 3G: Licensing Committee – Proposed Amendments
Appendix 4	Part 3K: Audit and Governance Committee – Proposed role and functions
Appendix 5	Members Allowance Scheme

AUDIT TRAIL

Lead Officer	Alexa Coates, Principal Constitutional Officer	
Report Author	Lesley John, Constitutional Officer	
Version	Final	
Dated	25 September 2013	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Legal Services	Yes	Incorporated in the report
Strategic Director of Finance and Corporate Services	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		25 September 2013

CONTRACT STANDING ORDERS **20123/134**

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- 5.1 Contracts less than £5,000
- 5.2 Contracts from £5,000 to £75,000
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- 5.4 All other contracts not falling within 5.1 to 5.3 above

6. Tender procedure

7. Contract management and monitoring

8. Contract termination

9. Contractor insolvency

Glossary

Introduction

The council seeks to achieve value for money and best value when obtaining supplies of goods, services and works.

The Contract Standing Orders (CSOs) set out minimum requirements to be followed. CSOs are governed by section 135 of the Local Government Act 1972 and are the council's rules for contracts. They must always be followed unless the law (European or UK) requires something different.

Further information can be found in the Procurement Guidelines. Officers must always seek advice from corporate procurement and/or legal services for all contracts where European law applies or which are Strategic Procurements and for other contracts if they have any queries.

CSOs do not override other parts of the council's constitution. For example, if a decision about a contract is also a "key decision", then the requirements set out in the constitution in relation to CSOs and to key decisions will have to be met.

There is a definitions section at the end of these orders which provides explanations of important words or phrases (e.g. Estimated Contract Value).

1. When do Contract Standing Orders apply?

1.1 CSOs apply:

- to any procurement or tendering process or contract entered into by the council for the provision of goods, services and works and to the operation of any concession
- where the council is involved in joint working funded partly or entirely by external funding to the extent that the money passes through the council's accounts
- to all schools maintained by the London Borough of Southwark but subject to the current Southwark Scheme for Financing Schools and the Schools' Contract Standing Orders.

unless an exemption to CSOs is approved (see 4.8 below).

1.2 CSOs do not apply:

- to contracts of employment
- to land transactions
- to grants given by the council.

2. General principles

2.1 Compliance with relevant statutory and corporate requirements

There must be compliance with the requirements of:

- a) propriety, including obtaining all necessary approvals
- b) value for money and best value, through the consideration of all procurement options

- c) all parts of the council's constitution such as these CSOs, the Financial Standing Orders and the protocol on Key Decisions
- d) EU and domestic legislation, including the "Standstill" Period
- e) the council's procurement strategy, the Procurement Guidelines and other council policies and procedures
- f) the employee code of conduct (for officers)
- g) the council plan
- h) the council's policy commitment to the London Living Wage as confirmed by council assembly on 29 February 2012.

2.2 Consequences of non-compliance

It is a disciplinary offence to:

- fail to comply with CSOs
- fail to have regard to the Procurement Guidelines when letting contracts.

Employees have a duty to report breaches of CSOs to an appropriate senior manager, who will advise the monitoring officer and the strategic director of finance and corporate services.

The monitoring officer will report to the audit and governance committee any serious breach of contract standing orders or of the Procurement Guidelines.

2.3 General principle of contract decision making

The aim of the procurement process is to ensure that each contract is awarded to the most economically advantageous tenderer, who may or may not have submitted the lowest sum offered, and that any decision on a Variation is made on a similar basis so as to ensure that value for money, quality considerations and the need to implement the council's sustainable communities strategy are taken into account. Contracts may only be awarded or a Variation decision made if the expenditure has been included in approved revenue or capital estimates or has been otherwise approved by, or on behalf of, the council.

2.4 Contracts in writing

- 2.4.1 Every contract awarded must be in writing and, wherever practicable, on terms agreed by the council and consistent with any council terms of trading and contain full details of the contract documents and contract terms. All Strategic Procurement contracts and those works contracts whose contract value is in excess of the EU threshold for services/supplies must be executed on behalf of the council under seal as a deed.
- 2.4.2 All other contracts must be signed by at least two authorised officers of the lead contract officer's department.
- 2.4.3 All contracts must wherever practicable be signed or sealed before contract commencement and in accordance with the procedures set out in the Procurement Guidelines.

2.5 Record keeping

- 2.5.1 Chief officers must ensure that the following records are kept:

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- a detailed contract file for each contract, including the Estimated Contract Value and, for all contracts with an Estimated Contract Value of over £75,000, all tender opening records
- all decisions made, reasons for them and actions taken in relation to contracts
- all reports relating to contracts.

2.5.2 Chief officers must ensure that all contracts, including those with an Estimated Contract value below £75,000, are recorded on a departmental contract register.

2.5.3 Details of all contracts with an Estimated Contract value of ~~£75,000~~ £75,000 or more will be recorded on the council's central contract register.

2.6 Lead contract officer

A lead contract officer (LCO) must be identified for each contract. Where no LCO is identified, the LCO will be deemed to be the budget holder of the section from which the contract is funded.

2.7 Authority to act in line with scheme of management

Each officer will act only within the limits of their delegated authority, as set out in their department's scheme of management. The hierarchy of decision makers for procurement decisions is as follows:

- cabinet/cabinet committee (highest)
- individual decision maker (IDM)
- strategic director of finance and corporate services, ~~as advised~~ after consideration by CCRB of the report
- chief officer, or as delegated through departmental schemes of management.

2.8 Declarations of interest

2.8.1 The following will declare any interests which may affect the procurement process:

- a) all staff, whether directly employed by the council or otherwise, who play a role in any aspect of the tendering process
- b) all staff listed on a scheme of management or delegation in relation to a contract or procurement issue
- c) external consultants and representatives of bodies other than the council (including community representatives) who play a role or whose work gives them influence over or information about any aspect of the contract process
- d) joint negotiating committee (JNC) officers
- e) any other officers who regularly give advice to members including report authors.

2.8.2 Chief officers will ensure that staff, consultants and representatives of bodies other than the council (including community representatives) appointed or agreed by them make declarations on appointment, or on any change in

circumstances (and annually in the case of staff); and will either certify them as acceptable or take any necessary action in respect of potential conflicts of interest.

- 2.8.3 Chief officers will keep completed staff declarations on the individual's personnel file; and also maintain a departmental register of declarations indicating the names and grades of all those declaring, and the nature of their declaration; LCOs will keep any consultants' or other bodies' representatives' declarations on the contract file.

2.9 Changes to CSOs

As set out in article 1, the monitoring officer may make minor changes to the Contract Standing Orders, after consultation with the chief finance officer.

Minor changes are defined as:

- typographical/presentational/explanatory changes
- changes in statutory framework, i.e. references to new or updated legislation
- changes in titles, names or terminology
- changes consequential to other constitutional changes already made.

3. Particular types of contract

3.1 Corporate contracts and corporate framework agreements/arrangements

Where there is a Corporate contract or Corporate framework for a service, supply or for works, it must be used to make the relevant purchase. If a lead contract officer believes that the Corporate contract or corporate framework does not meet their requirements they must obtain an exemption (see 4.8) through a Gateway report regardless of the value of the purchase.

3.2 ~~Consortium contracts~~ Contracts secured through purchasing consortia

~~The requirements in these Contract Standing Orders for obtaining tenders or quotes shall not apply where the council intends to purchase under a Consortium contract so long as approval for the use of that Consortium contract has been given via a Gateway 1 report which should identify the procedure and route for approvals for future orders/works being placed under the consortium agreement.~~

Approval to create or join a purchasing consortium must be obtained in a Gateway 1 report which must identify the procedure for award of individual contracts or orders placed by the consortium. Once approval has been obtained, contracts or orders placed through the purchasing consortium will not be subject to the tendering or quotation requirements in these Contract Standing Orders, but the usual Gateway 2 procedures (see 4.5) must be followed

3.3 ~~Framework/schedule of rates contracts~~ Demand led contracts (framework contracts)

- 3.3.1 ~~When a Framework contract or similar type of contract (such as a schedule of rates contract) is entered into, no~~ Demand led contracts will not be subject to

the tendering or quotation requirements of these Contract Standing Orders, but the usual Gateway 1 and 2 procedures (see 4.4 and 4.5) must be followed in order to demonstrate value for money and proper process. No individual order may be placed under a demand led contract which will exceed the EU threshold for services/supplies unless this has been approved by the relevant decision maker appropriate to that contract, ~~whether~~ Such approval can be given at the time of the approval of the procurement strategy (Gateway 1 report) or in the approval of the award of the contract (Gateway 2 report) or before the individual order is placed.

~~3.3.2 Any procurement involving the use of a third party's Framework contract is subject to usual Gateway 1 and 2 procedures (see 4.4 below).~~

3.4 Use of third party framework agreements/arrangements

Any procurement involving the use of a third party's Framework arrangement will not be subject to the tendering or quotation requirements of these Contract Standing Orders. The Gateway 1 and 2 procedures (see 4.4 and 4.5), however, must be followed to demonstrate value for money and proper process. Some framework arrangements require buying authorities to formally join the framework in order to use it. Some may require an access charge to be paid, e.g. Improvement and Efficiency South East (IESE). Where it is necessary to join a framework or to pay an access charge, this should be made clear in the Gateway 1 report.

3.4 3.5 Health and social care and education Spot contracts

Personal, social or educational services are sometimes provided by the purchasing of these services under Spot contracts. The relevant chief officers will seek to minimise the use of Spot contracts, but where they are to be used for such services:

- a) the requirements in these Contract Standing Orders for obtaining tenders or quotes shall not apply
- b) the relevant chief officer may award all such Spot contracts, and
- c) the relevant chief officer must provide an annual report to the Corporate Contract Review Board (CCRB) detailing the nature, extent and value of Spot contracts entered into in the previous financial year.

3.5 3.6 Leasing contracts

Where approval is being sought to enter into a contract for the lease of an asset, written permission is also required from the strategic director of finance and corporate services in most cases, as set out in the Financial Standing Orders. Confirmation that this has been obtained should be included in Gateway reports.

4. Approvals processes

4.1 Overview of procurement process

- 4.1.1 Having identified a need to purchase goods, services or works which are not covered by an existing contract and having confirmed that they are subject to

CSOs (see section 1 above), the main stages of all non-emergency procurements are – in summary:

- a) to identify who is the lead contract officer (LCO) – see 2.6 above
- b) to obtain approval of procurement strategy (Gateway 1 report). This will depend on the Estimated Contract Value and other factors and may require ~~advice from~~ consideration of the report by the Departmental and Corporate Contract Review Boards (DCRB and CCRB) – see 4.4 below
- c) to follow appropriate quote/tender route. This will depend on the Estimated Contract Value and other factors – see 5 below
- d) to obtain approval to award contract (Gateway 2 report). This will depend on Estimated Contract Value and other factors and may require ~~advice from~~ consideration of the report by the DCRBs and CCRB – see 4.5 below
- e) to ensure that a written contract has been signed (and sealed if necessary) on behalf of the chief officer of the LCO's department in line with constitutional requirements.

For an emergency procurement, see 4.9 below.

4.1.2 Where there is a need to vary an existing contract, the process to be followed is set out in 4.6 below.

4.1.3 Where it is proposed to bring a service which was previously externalised back in-house, it is necessary to follow 4.1.1 a) and b) above.

4.2 Gateway and other reports

The procurement process requires approvals via written reports at the following stages:

- a) approval of procurement strategy – Gateway 1 report
- b) approval of award of the contract – Gateway 2 report
- c) approval of Variation or Extension to contract – Gateway 3 report.

More information can be found in 4.4 to 4.6 and the definitions below.

4.3 Supplemental advice from other officers in Gateway and other reports

Where the Estimated Contract Value or, in relation to a Variation, the Contract Value is over the relevant EU threshold or where required elsewhere in the CSOs, any Gateway report or other report containing a contract matter (such as a Variation report) must include legal advice from the monitoring officer, ~~and~~ financial and procurement advice from the strategic director of finance and corporate services and, for all housing-related reports, advice from the strategic director of housing and community services or delegated officer(s).

4.4 Decision on procurement strategy – Gateway 1

4.4.1 A decision on the procurement strategy to be used on any contract with an Estimated Contract Value of over £75,000 must only be made after consideration of a Gateway 1 report. It is recommended that such a report is also used for contracts with an estimated value of £75,000 or below.

4.4.2 The decision on the approval of the procurement strategy is to be taken by the relevant chief officer or under his/her delegated authority in line with the department's scheme of management, except where:

- a) the contract is a Strategic Procurement, the decision must be taken by the cabinet or cabinet committee, after consideration by the CCRB of the report
- b) the Estimated Contract Value is above £2 million but below £4 million for services and supplies or above £10 million but below £15 million for works but the contract does not fall into a) above, the decision must be taken by the relevant individual decision maker, after consideration by the CCRB of the report
- c) the contract is a Corporate contract, but does not fall into a) or b) above, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report
- d) the contract will affect the budget of more than one directorate and the Estimated Contract Value is £500,000 or more, but does not fall into a), b) or c) above, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report
- e) the Estimated Contract Value is above the relevant EU threshold but the contract does not fall into a), b), c) or d) above and the LCO is requesting approval to proceed with a single tenderer or to negotiate with a single provider (and this is permitted by EU legislation), the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report
- f) the contract will affect the budget of more than one directorate and the Estimated Contract Value is less than £500,000, the chief officers of all the directorates concerned must agree the decision, after consideration by the relevant DCRBs of the report
- g) the Estimated Contract Value is above the relevant EU threshold but the contract does not fall into a), b), c), d), e) or f) above, the decision must be taken by the chief officer or under his/her delegated authority, after consideration by his/her DCRB of the report
- h) a different requirement must be met as specified elsewhere in the constitution or these CSOs:
 - i) for the decision to be made by someone else (e.g. pensions, treasury management and insurance where decisions are to be made by the strategic director of finance and corporate services), or
 - ii) about the decision (e.g. in emergencies where no prior written report is needed – see 4.9 below).

4.4.3 Gateway 1 reports should also include any details of procurement proposals that are different from the normal routes, including requests for exemptions to all or some of these CSOs and requests to delegate powers to award the contract.

4.5 Decision on contract award – Gateway 2

- 4.5.1 A decision to award any contract with an Estimated Contract Value of over £75,000 must only be made after consideration of a Gateway 2 report. It is recommended that such a report is also used for contracts with an estimated value of £75,000 or below. As a minimum, the LCO must keep a written record of decisions and action taken.
- 4.5.2 The decision on the award of a contract is to be taken on the basis of a written report by the relevant chief officer or under his/her delegated authority in line with the department's scheme of management, except where:
- a) the contract is a Strategic Procurement, the decision must be taken by the cabinet or cabinet committee, after consideration by the CCRB of the report
 - b) the Estimated Contract Value is above £2 million but below £4 million for supplies and services or above £10 million but below £15 million for works but the contract does not fall into a) above, the decision must be taken by the relevant individual decision maker, after consideration by the CCRB of the report
 - c) the contract is a Corporate contract, but does not fall into a) or b) above, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report
 - d) the contract will affect the budget of more than one directorate, and the Estimated Contract Value is £500,000 or more but does not fall into a), b) or c) above, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report
 - e) the contract will affect the budget of more than one directorate and the Estimated Contract Value is less than £500,000, the chief officers of all the directorates concerned must agree the decision, after consideration by the relevant DCRBs of the report
 - f) if;
 - i) the Estimated Contract Value is £500,000 or above (for services and supplies contracts) or above the relevant EU threshold (for works contracts), and
 - ii) the contract is to be awarded to a contractor whose bid was more than 15% above the Lowest Bid, but does not fall into a), b), c) or d) above, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report
 - g) the proposed contract includes pension arrangements terms which are different from those set out in the council's Admitted Bodies policy, the decision must be taken by the strategic director of finance and corporate services, after consideration of the report by the CCRB and taking advice from the Pensions Advisory Panel
 - h) the Estimated Contract Value is above the relevant EU threshold but the contract does not fall into a), b), c), d), e), f) or g) above, the decision must be taken by the relevant chief officer or under his/her delegated authority, after consideration by the relevant DCRB of the report
 - i) a different requirement must be met as specified elsewhere in the constitution or these CSOs:
 - i) for the decision to be made by someone else (e.g. pensions, treasury management and insurance where decisions are to be made by the strategic director of finance and corporate services)
 - ii) about the decision (e.g. in emergencies where no prior written report is needed – see 4.9 below)

- j) approval has been obtained in line with 4.4.3 above to a different decision process.

4.5.3 Requests to delegate the decision on the award of a contract should be included within the Gateway 1 report.

4.5.4 Report authors should include, as part of the proposed recommendations contained within the Gateway 2 report, details of any possible options to extend the contract. Where such a recommendation is not included, even where the contract was awarded prior to the commencement of these CSOs, any decision to exercise an option to extend the contract will be subject to the requirements of 4.6 below.

4.6 Decision to allow Variations during contract term – Gateway 3

4.6.1 A decision to allow a contract Variation of more than £75,000 must only be made after consideration of a Gateway 3 report. It is recommended that such a report is also used for contract Variations with an estimated value of £75,000 or below. As a minimum, the LCO must keep a written record of decisions and action taken.

4.6.2 Any decision to allow a Variation of a contract is to be taken on the basis of a written report by the relevant chief officer or under his/her delegated authority in line with the department's scheme of management, except where:

- a) the Contract Value plus the amount of the proposed Variation and any previous Variations is £250,000 or above (for services and supplies contracts) or £1 million or above (for works contracts) and the amount of the proposed Variation is more than 10% of the Contract value, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report; all such decisions will be advised in writing by the strategic director of finance and corporate services to members of the cabinet
- b) the contract is a Corporate contract, but does not fall into a) above, the decision must be taken by the strategic director of finance and corporate services, after consideration by the CCRB of the report; all such decisions will be advised in writing by the strategic director of finance and corporate services to members of the cabinet
- c) the contract affects the budget of more than one directorate, but does not fall into a) or b) above, the decision must be taken by the relevant chief officer, after obtaining agreement in writing from the other relevant chief officer(s), and after consideration by the relevant DCRBs of the report.
- d) an additional amount is to be paid in respect of an outstanding sum for works, services or supplies already provided or where an Urgent Payment is required, written confirmation from the monitoring officer that the sums are legally payable must be obtained and the decision to make the payment must be reported in writing to the strategic director of finance and corporate services within five clear working days
- e) a different requirement must be met as specified elsewhere in the constitution or these CSOs:
 - i) for the decision to be made by someone else (e.g. pensions, treasury management and insurance where decisions are to be made by the strategic director of finance and corporate services), or
 - ii) about the decision (e.g. in emergencies where no prior written report is needed – see 4.9 below)

- f) approval has been obtained in line with 4.4.3 above to a different decision process.

4.6.3 Where a decision on a Variation is made in relation to a contract for works, there will also be a deemed variation of the contract of any consultant engaged in relation to that works contract. This only applies where the consultant is engaged on a fixed percentage of the works contract value. The deemed variation of the consultant's contract will be by the same percentage as that applied to the works contract.

4.7 Retrospective approvals

In the event of a contract having been entered into other than in compliance with these CSOs, it may be necessary to seek approvals retrospectively. In such cases, the procedures relating to Gateway 1, Gateway 2 and Gateway 3 reports should be followed. Where the decision makers for the Gateway 1 and 2 reports are different, both decisions can be taken by the higher decision maker (see 2.7 above), after consulting with the other decision maker. In addition, a report should be submitted to the relevant departmental contract review board for information and, where a decision relates to a procurement strategy, a contract award or a contract Variation with an estimated value of over £100,000, also to the audit and governance committee, setting out the circumstances and manner in which the decision was taken, for the purpose of obtaining guidance to inform future decision making.

4.8 Exemptions

In the event that there appear to be exceptional circumstances which mean that the usual procedures set out in the CSOs cannot be followed, written approval must be obtained in advance through a Gateway report. The report should set out the exceptional circumstances and explain why usual procedures cannot be followed. Proposed alternative courses of action must still comply with remaining relevant statutory and corporate requirements as set out in 2.1 above.

Examples of circumstances which might amount to an exceptional reason for not following the usual procedures are:

- a) the nature of the market has been investigated and is such that a departure from the CSO requirements is justified
- b) the contract is one required because of circumstances of extreme urgency which could not reasonably have been foreseen
- c) the circumstances of the proposed contract are covered by legislative exemptions (whether under EU or domestic law).

The above is not an exclusive list.

4.9 Emergencies

An emergency is a situation where action is needed to prevent a risk of injury or loss of life, or to the security or structural/operating viability of a property or other tangible or intangible asset. In the case of an emergency, action necessary can be approved by a chief officer without a prior written Gateway report. Such action shall be limited to dealing with the emergency and it shall be subsequently recorded in a written report to the CCRB.

5. Requirements to obtain tenders or quotes depending on type of contract and levels of contract value

When estimating the value of a contract, reference should be made to the Estimated Contract Value paragraph set out in the Definitions section.

5.1 Contracts less than £5,000

For all contracts where the Estimated Contract Value is less than £5,000, there is no requirement to obtain competitive quotes; the requirement is to ensure value for money and best value and to keep a record of what action has been taken and why. In addition, if the contract is for works or for works-related services, the provider must be obtained from the council's Works Approved List, unless permission is obtained to do otherwise through a Gateway 1 report; such a report must include supplementary procurement advice from the strategic director of finance and corporate services or his delegated officers, without which the approval cannot be granted.

5.2 Contracts from £5,000 to £75,000

For all contracts where the Estimated Contract Value is from £5,000 to £75,000, there is a requirement to take all reasonable steps to obtain at least three written quotes, including one from a local supplier where this is possible, unless the LCO decides that this will not secure value for money. In such cases, a Gateway 1 report must be completed to explain what alternative action is being taken and why. In addition, if the contract is for works or works-related services, those invited to submit quotes must be selected from the council's Works Approved List unless permission is obtained to do otherwise through a Gateway 1 report; such a report must include supplementary procurement advice from the strategic director of finance and corporate services or his delegated officers, without which the approval cannot be granted.

5.3 Works contracts and works-related services above £75,000 but below EU threshold

For all such contracts where the Estimated Contract Value is above £75,000 but below the relevant EU threshold, there is a requirement to take all reasonable steps to obtain at least five tenders. Those invited to submit tenders must be selected from the council's Works Approved List unless permission is obtained to do otherwise through a Gateway 1 report; such a report must include supplementary procurement advice from the strategic director of finance and corporate services or his delegated officers, without which the approval cannot be granted.

5.4 All other contracts not falling within 5.1 to 5.3 above

For all contracts not covered by 5.1 to 5.3 above, there is a requirement to take all reasonable steps to obtain at least five tenders following a publicly advertised competitive tendering process, as set out in these CSOs and in line with the Procurement Guidelines.

6. Tender procedure

- 6.1 Officers must seek advice from corporate procurement before using any e-procurement processes in order to ensure compliance with relevant legislative requirements. All other tender processes must comply with the following requirements.
- 6.2 Tenderers must be told that their tenders may only be considered if they follow the requirements below:
- a) the tender must be returned in a plain envelope or parcel which is marked clearly "Tender" followed by the subject of the contract
 - b) the envelope or parcel must not show the identity of the tenderer in any way, and
 - c) the envelope or parcel must be delivered to the place and by the time stated in the tender invitation.
- 6.3 All tenders will be opened at the same time and place, after the closing date and time for receipt stated in the tender documents.
- 6.4 A tender received by the council after the time and date specified in the invitation shall not be accepted or considered.
- 6.5 Tenders where the Estimated Contract Value is £500,000 or more must be returned to the monitoring officer and shall be opened by his/her authorised representative. Where the Estimated Contract Value is less than £500,000, tenders may be returned to the chief officer or their authorised representative who will arrange for tender opening in the presence of at least two officers, one of whom will be the witness and will not have been directly involved in that particular contract.
- 6.6 Exceptions to the requirements set out in 6.1 to 6.4 above will only be made in exceptional circumstances and must be authorised by the relevant chief officer in writing following consultation with the strategic director of finance and corporate services, CCRB or DCRB as appropriate to the contract.

7. Contract management and monitoring

- 7.1 The lead contract officer must ensure that systems are in place to manage and monitor contracts in respect of:
- a) compliance with specification and contract
 - b) performance
 - c) cost
 - d) user satisfaction
 - e) risk management.
- 7.2 Where the estimated contract value exceeds the relevant EU threshold, the lead contract officer should prepare a six-monthly monitoring report to the relevant DCRB.
- 7.3 Where the contract relates to a strategic procurement or is corporate in nature or has an estimated contract value of £500,000 or more and affects the budgets of more than one department, the lead contract officer should prepare an annual monitoring report to the CCRB.

8. Contract termination

- 8.1 A contract may only be terminated early or suspended by a chief officer, and only after obtaining approval from the monitoring officer and strategic director of finance and corporate services; all such decisions will be advised in writing by the chief officer to the relevant member of the cabinet and cabinet member for finance, ~~and~~ resources and community safety.

9. Contractor insolvency

- 9.1 Where it appears that a contractor is at risk of becoming insolvent, or the council is notified that insolvency proceedings have been brought, the chief officer must inform the monitoring officer and strategic director of finance and corporate services as early as possible, in order to enable appropriate advice to be given.

Glossary

CCRB	Corporate Contract Review Board – panel of officers operating under terms of reference of CCRB. Its role includes considering reports from DCRBs and advising for the cabinet, individual decision makers and the strategic director of finance and corporate services on contract decisions.
<u>Consortium agreement</u>	<u>A consortium agreement is a single formal legal document, agreed and signed by all the parties to a project, and which imposes a set of standard conditions on those signatories. These conditions include, amongst other things, agreements as to ownership and exploitation of intellectual property rights, and a set of warranties and disclaimers allocating risk between the parties. A consortium agreement is needed when joining a purchasing consortium.</u>
Consortium contract	A contract procured, usually following a competitive process, by a public sector agency other than the council under which the council is permitted to purchase, such as those provided by Buying Solutions or the London Contracts and Supplies Group.
Contract Value	The total value of a contract as awarded (which may be different from the Estimated Contract Value), net of VAT, or if there is no fixed figure, the LCO's best estimate of the likely amount to be spent over the period of the contract, taking into account the prices accepted.
Corporate contract	A contract arranged by corporate procurement or another department that should be used by the whole council for all goods, works or services specified in it.
Council's central contract register	A register of contracts, held by corporate procurement.
DCRB	Departmental Contract Review Board – panel of officers operating under terms of reference of DCRB. Its role includes agreeing reviewing reports for consideration by the CCRB and advising the chief officer on contract decisions.
Departmental contract register	A register of contracts, maintained by each department.
Estimated Contract Value	The total value of a proposed contract including options to extend it (as estimated by the LCO on the basis of all relevant factors) net of VAT calculated for the proposed contract period, or, if for an undetermined period, in accordance with the valuation rules contained in European Regulations, whether or not the Regulations apply to the particular contract. This may be different from the lifetime cost of the contract, which may need to be considered for

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other purposes (see Procurement Guidelines). Note that a contract may not be artificially packaged into two or more separate contracts, nor a valuation method selected, with the intention of avoiding the application of these CSOs. Chief officers are responsible for considering aggregation within their department to ensure delivery of best value within CSO requirements. The Estimated Contract Value should be based on the best available estimates, or on actual costs if known.

EU Regulations	The Public Contracts Regulations 2006 or any amendment to or successor to those Regulations.
EU threshold	The current contract value at which the requirements of the EU Regulations apply.
<u>Framework agreements/ arrangements</u>	<p><u>A framework agreement is similar to a framework contract but without rates. The agreement is to provide an unspecified volume of work at an unspecified rate. These agreements are often used when a number of providers are secured to appear on a category list. Setting up framework arrangements is subject to EU regulations and they generally can exist for no more than four years.</u></p> <hr/> <p><u>Under EU regulations a framework arrangement should involve at least three providers. These providers will have been through a procurement process to appear on the framework list. During this process the providers must demonstrate that they can deliver the scope of works covered by the framework. There should be clear rules supporting the use of the framework as these will need to be followed to ensure the framework remains EU compliant. Some frameworks require a further competition process to be undertaken involving all providers appearing in the list. The council may set up its own corporate framework arrangements for a particular service or decide to use a framework set up by a third party, e.g. Government Procurement Services (GPS).</u></p>
Framework contract	<p><u>A framework contract is an agreement between the council and one or more contractors, the purpose of which is to establish the terms governing jobs to be awarded during the period of the framework agreement, in particular with regard to price. Usually, the council is under no obligation to offer work but the provider is obliged to perform work if the council asks between two parties which commits one to buying from another over a period of time. The rates to be charged through the contract are set whilst the volumes of work to be delivered through the contract are not defined or guaranteed. Individual orders are issued priced against the agreed rates. This is sometimes referred to a demand led contract and is often based on a schedule of rates.</u></p>

Gateway report	A written report in substantially the same terms as those contained in the relevant template which can be found on the Source at http://thesource/SectionLandingPage.asp?id=22344&cat=1234 .
Key Decision	<p>Definitions of Key Decisions are contained in the Protocol on Key Decisions in appendix 1 of the Access to information procedure rules section of the constitution. Examples of Key Decisions for procurement purposes are:</p> <ul style="list-style-type: none"> • those which are subject to a general financial threshold (£500,000 or more – note that in relation to awarding contracts, this is a per annum value not a contract term value) • those which have a significant impact on communities • Gateway 1 approvals in respect of a Strategic Procurement.
Lead contract officer (LCO)	The LCO for each contract is the officer who has a duty to ensure that the obligations set out in these CSOs are complied with.
Lowest Bid	The lowest price offered by tender or quotation which meets the specification and other requirements of the contract.
Procurement Guidelines	A document issued and maintained by corporate procurement containing best practice information on procurement matters.
<u>Purchasing consortium</u>	<u>A purchasing consortium is a group of organisations that have come together with the primary objective to buy collectively, thereby increasing their buying power and minimising procurement activity. To join a purchasing consortium it is necessary to sign a consortium agreement. An example of a purchasing consortium is the London Contracts Supply Group (LCSG).</u>
Spot contract	A one-off contract under which services are provided to meet an individual service user's needs for personal, social or educational provision.
“Standstill” Period	The period required by EU regulations between notification of an award decision and when the contract comes into existence, in order to allow unsuccessful parties time to challenge the award decision. Most contracts are covered by this requirement; a few are not (Part B services – such as some personal services in relation to education, social care and health). Seek advice on whether your contract is about a Part B service and if you are unclear about the application of the Standstill Period.
Strategic Procurement	Procurement where one or more of the following apply:

- 1) Estimated Contract Value of £4 million or more for non-works and of £15 million or more for works
- 2) a significant change to previous service
- 3) possible externalisation or change in manner of delivery
- 4) significant transfer of assets or staff
- 5) political sensitivity
- 6) contract carrying a high level of risk.

Tender value	The value of a contract at the time of the award of the contract or, if there is no fixed value, the LCO's best estimate of the likely spend on the contract during the contract period.
Urgent Payment	A payment where delay would lead to significant demonstrable financial loss to the council (and where no breach of EU or domestic requirements would be occasioned).
Variation	A decision to extend the length or cost or amend the scope of a contract where the contract is capable of this. This might be a change in duration, i.e. an increase in the duration of the contract; or a change in volume, i.e. an increase in the volume usage of the contract.
Works Approved List	A list of providers of works and works-related consultancy services which have all been appraised to meet minimum criteria in respect of their financial standing, level of insurance held, health and safety policies and procedures, and equal opportunities policies and procedures, maintained by corporate procurement. For further information about the use of Approved Lists, see the Procurement Guidelines or seek advice from corporate procurement.

FINANCIAL STANDING ORDERS **20123/134**

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Glossary

Introduction

The council allocates resources for both capital and revenue purposes. The council has systems to monitor expenditure and income on an accruals basis and to monitor accounting commitments on both revenue and capital budgets. All references to income and expenditure in the financial standing orders and financial regulations include accrued income and expenditure in addition to cash receipts and payments. A short glossary of other terms is appended to the financial standing orders for ease of reference.

References in these standing orders to “the cabinet” should be taken to include decisions taken by the whole cabinet, decisions by any committee of the cabinet and decisions by individual members of the cabinet. Delegations to the cabinet are set out elsewhere in the constitution.

As set out in article 1, the chief finance officer may make minor changes (see Glossary) to the financial standing orders, after consultation with the monitoring officer.

1. Financial administration

a) Chief finance officer

- i) The strategic director of finance and corporate services is the officer appointed by the council in accordance with section 151 of the Local Government Act 1972, section 114 of the Local Government Finance Act 1988, the Accounts and Audit (England) Regulations 2011, and section 25 of the Local Government Act 2003. The postholder must ensure that the council’s financial affairs are administered in a proper manner, in compliance with all relevant professional codes of practice, and all statutory obligations.
- ii) All matters connected with the financial administration of the council’s affairs are the delegated responsibility of the strategic director of finance and corporate services, except any matters which are delegated to other officers or reserved to committees of council members, the cabinet, or to the council itself. The strategic director of finance and corporate services may authorise other officers to carry out matters delegated to him/her except the section 151 responsibilities.

b) Strategic directors

Strategic directors are responsible for ensuring that there is proper financial management within their department. Specific responsibilities are set out in the scheme of delegation for financial authority and accountability. Strategic directors must maintain adequate systems of internal control over financial operations and processes and secure the accuracy and integrity of financial information and systems operating within their departments. Strategic directors must ensure compliance with procedural instructions on financial administration issued by the chief finance officer. Strategic directors must set and maintain a departmental scheme of management setting out the levels of authorisation and standards for the department.

c) Financial advice to the cabinet

- i) Corporate and strategic matters. The chief finance officer will provide financial advice to the council, its committees, sub-committees, and similar bodies of members including the cabinet on all matters of a corporate or strategic financial nature or of an interdepartmental nature.
- ii) Departmental matters. Strategic directors are responsible for financial advice to committees, sub-committees and similar service bodies of members including the cabinet on all financial matters of a departmental nature.

d) Financial regulations

The chief finance officer will issue financial regulations applicable to all or specified categories of council staff. Strategic directors will ensure that all relevant staff in their departments fully comply with them. Individual council officers must familiarise themselves with financial regulations, or similar, relevant to their work, and fully comply with them.

e) Partnerships

Financial governance arrangements in respect of partnerships must meet the requirements of the chief finance officer and his written approval must be obtained before any partnership arrangements are entered into.

f) Treasury management

All treasury management decisions are the responsibility of the chief finance officer, as set out in paragraph 11 below.

g) Pensions

All pension scheme decisions are the responsibility of the chief finance officer, acting on the advice of the pensions advisory panel, as set out in part 3 of the constitution.

h) Insurance

All insurance decisions are the responsibility of the chief finance officer.

i) Cap and trading schemes

The chief finance officer must be consulted on all decisions relating to the landfill allowance trading scheme (LATS) and any similar cap and trading schemes.

j) Companies in which the council has an interest

The chief finance officer and monitoring officer must be consulted on all proposals relating to the establishment of companies in which the council is to have an interest.

j) Guarantees

Any proposal for giving a financial guarantee on behalf of a party external to the council must have prior written approval of the chief finance officer.

k) Internal audit

- i) The chief finance officer is responsible for:
- safeguarding the independence of internal audit
 - determining the overall audit arrangements and the annual internal audit plan
 - the content and distribution of internal audit reports
 - the form and frequency of reports which may be made to the audit and governance committee arising from internal audit activity.
- ii) It is the responsibility of all council officers to implement agreed recommendations and to provide, upon the request of the chief finance officer or a person nominated by him or her for this purpose, any information, explanation or document under the control of the officer concerned which is required for the purposes of or in connection with an internal audit inquiry, project, or investigation.
- iii) The chief finance officer will report to the audit and governance committee any serious breach of financial standing orders or of the financial regulations or procedural instructions issued in accordance with them.

l) Risk management

The chief finance officer will be responsible for ensuring awareness of and compliance across the council with risk management responsibilities and protocols as they impact upon day-to-day operations and major project activities and for reporting on risk management as appropriate.

m) Fraud

The chief finance officer is responsible for management of the investigation process for all suspected cases of fraud, corruption, financial loss or malpractice.

2. Financial planning

a) Planning process

The council's financial planning processes and planning horizons, for the revenue budgets (including the housing revenue account), the capital programme and the medium term resources strategy, will be determined by the chief finance officer, subject to approval by the cabinet. This will have regard to the council plan.

3. Preparation of the revenue budget

a) Chief finance officer's responsibilities

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The chief finance officer is responsible for the overall coordination of the budget process. Under section 25 of the Local Government Act 2003, he/she also has specific responsibilities for reporting on:

- the robustness of the estimates
- the adequacy of the proposed financial reserves.

The chief finance officer also has specific responsibility for confirming the deployment of the dedicated schools grant in support of the schools budget, as required by section 16 of the Education Act 2002 and the Accounts and Audit (England) Regulations 2011.

b) Strategic director's responsibilities

- i) Preparing the revenue budget for the services in his/her departments in consultation with the relevant member of the cabinet, which will have regard to the community strategy, corporate plan, corporate priorities and business plans.
- ii) Ensuring that corporate deadlines are met.
- iii) Ensuring that resources are allocated through a detailed budget on SAP by the deadline set by the chief finance officer.
- iv) Ensuring that reports are submitted to the relevant cabinet member(s), seeking approval of fees and charges in relation to their areas of responsibility.

c) Budget working papers and revenue estimates

- i) All working papers and revenue estimates must be prepared in accordance with issued procedural instructions. The instructions will include information in respect of inflation, capital financing costs and other variables outside the control of service departments.
- ii) The revenue estimates must include forecast expenditure and income for the year.

d) Budget timetable and cash limits

As part of the council's arrangements for medium term financial planning and budget preparation, the cabinet will give guidance on the budget timetable to be adopted and the resource constraints (cash limits) within which business plans and budget estimates must be prepared. The cabinet may also, as part of a strategy to integrate strategic planning with four-year budgeting, issue indicative cash limits for up to four years ahead.

4. Setting the annual budget and the council tax

a) Precepting authorities, and the tax base, and net rate yield

- i) The council must before 31 January each year approve the council tax base for the following financial year.
- ii) Following the council decision, the chief finance officer will inform precepting and levying bodies of the approved council tax base.

- iii) The council must before 31 January each year approve the estimated net rate yield for national non domestic rates for the following financial year.
- iv) Following the council decision, the chief finance officer will inform the government and the Greater London Authority (GLA) of the approved estimated net rate yield, so that the appropriate payments can be made to the government and GLA.

b) Collection fund Support for council tax

~~The chief finance officer will determine the probable collection fund surplus or deficit for the year, notify precepting bodies, and report to the cabinet.~~
The council must before 31 January each year approve any changes to its scheme for council tax support for the following financial year.

c) Decision by members

- i) The cabinet will make recommendations to the council regarding the annual budget for the following financial year and the council tax required to finance it.
- ii) At a meeting on or before 1 March each year, the council will set the overall council tax (including the impact of the ~~Greater London Authority (GLA)~~ precept) for the following financial year.

All members must ensure that any outstanding debts relating to council tax or national non-domestic rates payable by them to the council have been settled at least one clear working day before the council assembly meeting at which the overall council tax is set.

d) Support for council tax Collection fund

~~The council must before 31 January each year approve any changes to its scheme for council tax support for the following financial year.~~
The chief finance officer will determine the probable collection fund surplus or deficit for the year, notify precepting bodies, and report to the cabinet.

5. Monitoring and control of the revenue budget

a) Budget spending

Following approval by the council of the annual revenue estimates, strategic directors may spend within the agreed budget for their departments. They must ensure that the net expenditure for their departments does not exceed the approved budget. They must also ensure that they do not incur expenditure on budgets outside their departmental budget without first getting approval from the relevant strategic director.

b) Monitoring

- i) Strategic directors must:
 - ensure that there are adequate systems to monitor and audit the resources allocated to services.

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- monitor at least monthly the accurately projected income and expenditure outturn for the financial year under each budget heading, having regard to any contingent or other liabilities for which financial provision may be required.
 - present reports containing up to date summary projections to the relevant cabinet member each month.
- ii) The chief finance officer must report on the overall financial position of the council to the cabinet on a quarterly basis. This report will include any concerns he/she may have about the outturns projected by strategic directors or about financial controls within departments.

c) Budget adjustments/virements within a directorate

Strategic directors may vire budget provision between services as set out in the budget book (~~cost centre groups~~) within their department, subject to the following:

- i) The authority for all virements must comply with each department's scheme of management.
- ii) ~~Provisions included within departmental budgets on the instructions of the chief finance officer as per the schedule of corporately controlled budgets maintained by the chief finance officer, (e.g. insurance, capital charges, leasing costs, service level agreements, FRS 17, planned maintenance etc) may not be vired for other purposes without the written consent of the chief finance officer. Budget adjustments/virements may not alter the aggregate sum of any one of the budgets listed in the schedule of corporately controlled budgets (e.g. insurance, national insurance, pensions and capital charges), unless previously agreed in writing by the chief finance officer, who is responsible for maintaining the schedule.~~
- iii) If the budget adjustment/virement is in excess of £250,000, ~~it cannot be actioned until~~ the strategic director ~~has notified~~ must notify it to the chief finance officer who will ~~report it to~~ obtain the approval of the cabinet at the earliest opportunity. This rule applies where there is movement of an approved budget from one service to another and to adjustments between subjective categories of income and expenditure such as to reflect additional grant or other income and associated expenditure.

d) Budget adjustments/virements between directorates

- i) Budget adjustments/virements may not alter the aggregate sum of any one of the budgets listed in the schedule of corporately controlled budgets (e.g. insurance, national insurance, pensions and capital charges), unless previously agreed in writing by the chief finance officer, who is responsible for maintaining the schedule.
- ii) Technical adjustments relating to closing the accounts, including those to corporately controlled budgets, will be reflected in the statement of accounts signed by the chief finance officer. Examples of technical adjustments include those in relation to capital charges such as

depreciation and international accounting standard (IAS) 19 – accounting for employee benefits.

- iii) Inter-departmental and reserves adjustments/virements of £250,000 or less may be actioned with the agreement of the relevant strategic director(s), in line with each department's scheme of management, and must be reported to the cabinet.
- iv) Where ~~responsibility for a service is transferred from one department to another and the annual cost transferred~~ an inter-departmental or reserve adjustments/virement exceeds £250,000, the relevant strategic director(s) must obtain written consent from the chief finance officer who will obtain the approval of the cabinet.
- v) Subject to paragraph 13 of Part 3A of the Constitution “matters reserved to council assembly”, the cabinet may at any time during a financial year, having considered a report of the chief finance officer, vary the departmental approved budget either:
 - to require mid-year savings to compensate for a projected corporate overspend
 - to allocate to departments sums included within corporate provisions or budgets, excluding those which form part of the schedule of corporately controlled budgets maintained by the chief finance officer.

e) Treatment of overspends and underspends

The chief finance officer may, on consideration of the overall financial position of the council at the end of a financial year, recommend to the cabinet whether overspends by departments should be set off against budgets in the subsequent financial year and whether underspends by departments can be made available for specific projects or carried forward to the subsequent financial year, or otherwise accounted for, in line with the medium term resources strategy.

f) Accuracy of accounts

It is the responsibility of strategic directors, having regard to any guidance which may be issued by the chief finance officer, to ensure that all items are correctly accounted for, and that all expenditure and income is charged to a revenue account in the first instance, in accordance with proper accounting practices. The only exceptions under the provisos of the Local Government Act 2003 are:

- expenditure under finance leases
- expenditure permitted to be charged to capital
- the repayment of sums borrowed
- expenditure on approved instruments (treasury loans)
- payments from the superannuation funds
- the use of trust funds
- transactions within the collection fund.

6. Annual statement of accounts

a) Chief finance officer

The chief finance officer is responsible for the preparation and certification of the annual statement of accounts in accordance with current legislation and in particular with the Accounts and Audit (England) Regulations 2011. The chief finance officer will make arrangements for the coordination of the council's closing of accounts programme to ensure compliance with national guidelines.

b) Strategic directors

Strategic directors are responsible for ensuring:

- i) the accuracy of their departmental accounts and compliance with all current legislation and applicable accounting codes of practice
- ii) the prompt production of adequate working papers to justify all items attributable to them in the statement of accounts
- iii) the achievement of their departmental closing of accounts programme in line with the chief finance officer's timetable for the closure of accounts and production of the annual statement of accounts
- iv) the completion of all grant claims accurately, within deadlines and with adequate supporting working papers, ensuring that income due to the council is maximised
- v) that their staff cooperate fully with the council's external auditors during their audit of the accounts and grant claims.

7. Preparation of the capital programme

a) Capital strategy and programme

Council assembly will, on consideration of reports at least every four years and as necessary in the event of a significant change in circumstances from the chief finance officer, agree the capital strategy and programme. The reports from the chief finance officer will consider the compliance of proposed schemes in the programme with the medium term resources strategy, the capital resources available to the council, the revenue implications of the proposed capital expenditure, and any other relevant information.

b) Financing of schemes

Within the overall approved capital programme, the chief finance officer will decide the method by which any particular scheme will be financed in consultation with the cabinet member for finance, ~~and~~ resources and community safety.

c) Capital schemes

Approval to spend on individual capital schemes will only be given once issued procedural instructions have been complied with and cash flow

implications have been determined and assessed to the satisfaction of the chief finance officer.

8. Monitoring and control of the capital programme

a) Control

Strategic directors must ensure that their total departmental capital spending in any financial year does not exceed the relevant provision within the capital programme, except where approved by the cabinet.

b) Reporting requirements

- i) The chief finance officer will report on the actual capital expenditure incurred in the first six months by the council as a whole to the cabinet by December. This report will include details of variations to the capital programme (see (c) below), the projected outturn for the financial year and the total capital resources available to the council with which to finance such expenditure.
- ii) The chief finance officer will report to the cabinet on the outturn position for capital expenditure for each financial year.

c) Variations to the capital programme

i) Virements

Virements between capital projects or programme headings as set out in the overall programme approved by council assembly must be notified by the relevant strategic director to the chief finance officer and cannot be actioned until they have been approved as follows:

- up to £100,000 – chief finance officer
- over £100,000 and up to £1,000,000 – the cabinet member for finance, resources and community safety, after consultation with the relevant cabinet member(s)
- over £1,000,000 and up to £10,000,000 – the cabinet
- over £10,000,000 – council assembly.

ii) Changes to profiles of expenditure and resources

Changes to profiles for capital projects or programme headings as set out in the overall programme approved by council assembly must be notified by the strategic director to the chief finance officer and cannot be actioned until they have been approved as follows:

- up to £250,000 – strategic director
- over £250,000 – cabinet member for finance, resources and community safety, after consultation with the relevant cabinet member.

d) Major overspends and underspends

Strategic directors must report to the chief finance officer who will report to the cabinet on any schemes in progress, which are forecast to overspend or underspend by 10% or more compared to the approved budget unless the overspending or underspending amounts to less than £250,000. The report must give the reasons for the overspending or underspending.

e) Accuracy of accounts

It is the responsibility of strategic directors, having regard to any guidance which may be issued by the chief finance officer, to ensure that all items are correctly coded and only expenditure classified as capital expenditure in accordance with proper accounting practices or as defined as such under the Local Government Act 2003 (and subsequent regulations) is charged to capital.

9. Leases

a) Capital accounting considerations

The taking or granting of a lease on any asset may form part of the council's capital expenditure or receipts, and must, therefore, be provided for.

b) Consent

Strategic directors are required to consult with the chief finance officer as early as possible in order to obtain advice on the correct assessment of a lease (as 'finance' or 'operating') and to obtain written permission from him before taking or granting a lease on any asset. The exceptions to this are:

- i) the granting of short term leases on property within the commercial property portfolio managed by the head of property services director of regeneration
- ii) the granting of leases on housing revenue account dwellings under the right to buy provisions of the Housing Act 1985.

10. Schools financial framework

a) Application of standing orders

Delegated budgets of schools, in accordance with the Schools Standards and Framework Act 1998, remain part of the authority. The statutory responsibilities of the chief finance officer apply to schools in the same way as any other part of the council.

b) Financial regulations

Financial regulations applying to schools which differ from those issued to strategic directors and departments will be issued by the strategic director of children's and adults services after agreeing them with the chief finance officer.

c) Scheme for financing schools

The chief finance officer and strategic director of children's and adults services will consult on and issue a scheme for financing schools annually.

11. Treasury management

a) Prudential framework

i) Prudential indicators

The chief finance officer shall set out prudential indicators for capital finance and treasury management under the provisions of the Local Government Act 2003 for consideration and decision by council assembly alongside consideration of the budget and council tax each year.

ii) Reporting

The chief finance officer shall monitor and report at least twice a year to council assembly on performance against the indicators.

b) Borrowing and treasury management strategy and decisions

i) Strategy

The chief finance officer shall set out the borrowing and treasury management strategy (including prudential borrowing arrangements) for consideration and decision by the council assembly each year, in accordance with ODPM guidance on local government investments and the CIPFA code of practice on treasury management in the public sector.

ii) Decisions

All cabinet and operational decisions on borrowing, credit finance and investments are delegated to the chief finance officer.

iii) Reporting

The chief finance officer shall monitor and report on operational activity in relation to the strategy on a quarterly basis to the cabinet and at mid year and year end to council assembly.

c) Departure from ODPM guidance or the CIPFA code

If the chief finance officer should wish to depart materially from the main principles of the guidance or code, the reasons should be reported to the council assembly.

Glossary

Budget adjustments/virements	A budget adjustment or virement is a movement of an approved budget from one budget heading or service to another. It will be self-balancing and will be in response to either a change in the level of service (increased or decreased) or additional net costs or benefits within a service. It includes changes to expenditure and income budgets to take account of new grants or other income and associated expenditure including movements between subjective categories of income and expenditure and also corrections to budgets which were set on the basis of incomplete information. It may recognise movements to and from reserves and balances, which may only be actioned by the chief finance officer.
Capital programme	The capital programme is a medium term statement of the council's proposals for capital expenditure, including leasing, having regard to the likely level of resources.
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) is the body with responsibility for issuing guidance on how accounting standards are to apply to local authorities.
Financial regulations	Financial regulations are such procedures that the chief finance officer shall issue from time to time as part of the financial standing orders. They are available on the Source.
Minor changes	Minor changes are defined as: <ul style="list-style-type: none"> • typographical/presentational/explanatory changes • changes in statutory framework, i.e. references to new or updated legislation • changes in titles, names or terminology • changes consequential to other constitutional changes already made.
ODPM	The Office of the Deputy Prime Minister (ODPM) is a former government department, which became part of the Communities and Local Government (CLG) department in May 2006.
Partnership	A partnership is an agreement between the council and one or more parties to work together to enable the service provider to give

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the client the best possible service. The council may not always be the lead provider and the agreement may take a number of forms: it may be contractual, but involve a more integrated, consultative and interactive working relationship or there may be no contract, no formal specification and no competitive process. As a minimum, there should be a service level agreement. Partnerships include joint arrangements, joint committees, joint venture companies and any other special purpose vehicles.

Profiles of expenditure/resources	Profiles of expenditure and resources are estimated patterns of expenditure and income through the year. For capital projects, these will often span more than one financial year. The construction of profiles enables the accurate monitoring of actuals and commitments each month which is essential to ensure that resources are used effectively.
Prudential indicators	Prudential indicators are indicators set by each local authority under CIPFA's prudential code for capital finance to help demonstrate that capital investment plans are affordable, prudent and sustainable and that treasury management (see below) decisions are taken in accordance with good practice. Examples of indicators are ratios of financing costs to net revenue streams; estimates of the incremental impact of capital investment decisions on council tax and levels of external debt.
Treasury management	Treasury management is the management of the council's long term borrowing and short term cash surpluses and deficits in line with its debt and investment strategies.

PART 3G: LICENSING COMMITTEE AND SUB-COMMITTEES, THE HEAD OF SERVICE AND OFFICER PANEL EXERCISING LICENSING FUNCTIONS

Role and functions

1. To approve the council's policies in respect of all licensing and registration matters except the licensing and gambling statements of policy.
2. To consider the future process by which the decisions with respect to licensing applications are to be taken.
3. To establish policies and procedures for considering and determining additional licensing functions conferred on the authority by statute.
4. To consider and determine the following applications:
 - the grant, renewal, variation or transfer of any general safety certificate in respect of a sports stadium or regulated stands
 - street trading and markets
 - film classification
 - any other licensing responsibilities of the authority created by statute and delegated to the committee.
5. Where appropriate to hear and consider the case for the applicant either by way of written or oral representation and consider objections and representations to the application from authorised persons and interested parties or their designated representatives.
6. To consider and determine the revocation of licences and registrations reserved to the licensing committee.
7. To consider the designation of new sites for street trading and markets.
8. To establish sub-committees under the relevant statutory provisions empowered to discharge any and all of the authority's licensing functions.

Matters reserved for decision by the licensing committee

1. Approve the council's policies in respect of all licensing and registration matters, except the statement of licensing policy and the statement of gambling policy.¹
2. To establish policies and procedures for considering and determining additional licensing functions conferred on the authority by statute.

¹ The approval of the licensing and gambling statements of policy is a matter reserved to council assembly.

Matters reserved for decision by the licensing committee and its sub-committeesLicensing Act 2003

3. Any application for a personal licence which is the subject of a police objection.
4. Any application for a personal licence by a person with unspent criminal convictions.
5. Any application for a premises licence or a club premises certificate which is the subject of a relevant representation.
6. Any application for a provisional statement which is the subject of a relevant representation.
7. Any application to vary a premises licence or club premises certificate which is the subject of a relevant representation, except a minor variation.
8. Any application to vary a premises licence or club premises certificate which is the subject of a relevant representation.
9. Any application to vary a designated premises supervisor which is the subject of a police objection.
10. Any application for a transfer of a premises licence which is the subject of a police objection.
11. Any applications for interim authorities which are the subject of a police objection.
12. Any application to review a premises licence or club premises certificate.
13. Any decision to object when the local authority is a consultee and not the relevant authority considering the application.
14. Any determination of a police objection to a temporary event notice.

Gambling Act 2005

15. Any application for a premises licence where representations have been received and not withdrawn.
16. Any application for a variation to a licence where representations have been received and not withdrawn.
17. Any application for a transfer of a licence where representations have been received from the Gambling Commission.
18. Any application for a provisional statement where representations have been received and not withdrawn.
19. Any application to review a premises licence.

20. Any application for a club gaming/club machine permits where representations have been received and not withdrawn.
21. Cancellations of club gaming/club machine permits.
22. Decision to give a counter notice to a temporary use notice.

Other reserved decisions

23. Any application for the grant, renewal, variation or transfer of any sex establishment licence.
24. New designations for sites for street trading and markets.
25. Revocation of street trading licences and markets.
26. To determine the revocation of any licence following successful prosecution of the holder for breach of licence terms, conditions and restriction.
27. Any application for consent to provide hypnotism or like entertainment.
28. Any application for the grant, renewal, variation or transfer of any general safety certificate in respect of a sports stadium or regulated stands.
29. Any application for the grant, renewal or variation of any scrap metal licence which involves the applicant making representations.
30. Revocation of any scrap metal licence.

Matters delegated to the head of service and considered by the licensing officer panel

The panel to make recommendations to the head of service on the following matters:

1. All films submitted for local classification under the Cinemas Act 1985.
2. Any opposed application for the grant, renewal or transfer of a special treatments licence.

Matters delegated to the head of service

1. Any minor variation to a premises licence or club premises certificate where such variations will not impact adversely on the licensing objectives, falling into the following categories:
 - Minor change to the structure or layout of a premises
 - Small adjustments to licensing hours
 - The removal of out of date, irrelevant or unenforceable conditions or addition of volunteered conditions
 - The addition of certain licensable activities such as the addition of live music unless there is likely to be an adverse impact on the licensing objectives.

Notes

- a) All matters not reserved as above are delegated to the appropriate chief officer, head of service or business unit manager. All matters reserved to the licensing officer panel can always be decided by the licensing committee or its sub-committees.
- b) Each chief officer and/or head of service in making decisions under the above scheme is required to do so within the internal scheme of management for their own department. This will include appropriate monitoring arrangements, and dissemination of information both internally and externally to the council.
- c) Minor variations now fall under delegated authority following an amendment to the guidance to section 41 of the Licensing Act 2003 (as amended) to be determined at officer level (as set out in the relevant departmental scheme of management).

PART 3K: AUDIT AND GOVERNANCE COMMITTEE

Role and functions

Introduction

The purpose of the audit and governance committee is to provide:

1. Independent assurance of the adequacy of the council's governance arrangements, including the risk management framework and the associated control environment.
2. Independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment.
3. Oversight of the financial reporting process.
4. Scrutiny of the treasury management strategy and policies.

Audit activity

~~5. To consider the internal audit annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the council's corporate governance arrangements.~~

5. To approve the internal audit charter

6. To approve the risk based internal audit plan, including resource requirements.

7. To approve any significant proposed advisory services, additional to those included in the audit plan.

8. To receive information on the appointment, departure, resignation or change in chief audit executive.

9. To receive in-year summaries of internal audit and anti-fraud activity and the internal audit annual report and opinion and to consider the level of assurance it can give over the council's corporate governance arrangements.

~~6.~~ 10. To consider receive reports dealing with the management and performance of internal audit services, including the performance of the chief audit executive.

~~7~~ 11. To consider receive reports from internal audit on agreed recommendations not implemented within a reasonable timescale.

~~8~~ 12. To consider the external auditor's annual letter, relevant reports and the report to those charged with governance.

~~9~~ 13. To consider specific reports as agreed with the external auditor.

~~10~~ 14. To comment on the scope and depth of external audit work and to ensure it gives value for money.

~~12~~ 15. To commission work from internal and external audit.

~~11~~ 16. To liaise with the Audit Commission over the appointment of the Council's external auditor. To have oversight of the appointment of the external auditor.

Regulatory framework

~~13~~ 17. To review any issue referred to it by the chief executive or a strategic director, or any council body.

44 18. To monitor the effective development and operation of risk management in the council.

45 19. To monitor the effective development and operation of corporate governance in the council and to agree actions necessary to ensure compliance with best practice.

46 20. To monitor council policies on 'whistle-blowing', the 'corporate anti-fraud strategy' and the council's complaints processes.

47 21. To oversee the production of and agree the council's annual governance statement, ~~incorporating the statement on internal control~~.

48 22. To review the council's compliance with its own and other published standards and controls.

49 23. To receive reports on retrospective contract related decisions as set out in contract standing orders.

20. 24. To receive reports from the monitoring officer on any serious breach of the contract standing orders or procurement guidelines.

Accounts

21. 25. To review and approve the annual statement of accounts and specifically to consider compliance with appropriate accounting policies and whether there are any concerns arising from the financial statements or from the audit that need to be brought to the attention of the council.

22. 26. To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

Treasury management

23. 27. To review and scrutinise the treasury management strategy and policies.

Annual report

24. 28. To report annually to council assembly on its work and performance during the year.

Matters reserved for decision

The matters reserved for decision to the committee are as set out in the roles and functions.

MEMBER ALLOWANCES SCHEME

Introduction

1. The Local Government & Housing Act 1989 and the Local Authorities (Members' Allowances) (England) Regulations 2003 require authorities to make a scheme for payment of allowances to councillors. The regulations do not limit the amount that can be paid.
2. Before making, amending or reworking its allowance scheme, the council is required to have regard to the recommendations of an independent remuneration panel. The council is not, however, bound to adopt all or any of the panel's recommendations provided it has given them due consideration and is satisfied that it has justifiable reasons for not doing so. For this authority the relevant independent panel is the London Councils Panel.
3. In May 2011 the council agreed a new member allowances scheme having considered the recommendations of the constitutional steering panel and having taken into account the London Councils Independent Remuneration Panel's report.

Basic allowance

4. Each member of the council is entitled to receive the annual basic allowance of £10,599. This is paid on a monthly basis rather than as a lump sum.

Special responsibility allowance

5. The council has decided to pay special responsibility allowances (SRAs) to those members whom it considers to have special responsibilities for the discharge of the council's functions. This allowance is in addition to the basic allowance. No member may receive more than one SRA.

The list of SRAs payable is set out below:

Band 1a	SRA
Chair audit & governance committee	£2,771
Deputy leader majority opposition	£2,771
Leader minority opposition	£2,771
Opposition whip	£2,771
Vice-chair overview & scrutiny committee	£2,771
Deputy cabinet member	£2,771

Band 1b	SRA
Deputy Mayor	£8,357
Chair community council	£8,357
Scrutiny sub-committee chair	£8,357
Planning sub-committee chair	£8,357

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Band 2a	SRA
Chair planning committee	£14,451
Chair licensing committee	£14,451
Chief whip	£14,451
Leader majority opposition	£14,451

Band 2b	SRA
Mayor	£22,631
Chair overview & scrutiny committee	£22,631

Band 3	SRA
Cabinet member	£33,604
Deputy leader	£33,604

Band 4	SRA
Leader	£50,065

6. The level of allowance paid to a band 3 or band 4 member is dependent on the average number of hours per week the member is employed elsewhere, as set out below:
- less than 11 hours elsewhere, full SRA
 - 11 to 24 hours elsewhere, two thirds SRA
 - more than 24 hours elsewhere, one third SRA.

Licensing committee

7. Ordinary members of a licensing sub-committee will receive a payment of £117 per meeting attended.

Members will be selected to attend the sub-committee in accordance with a system of rotation agreed by members of the licensing committee which ensures all members have an equal opportunity to attend.

Where a sub-committee is cancelled, ordinary members summonsed to sub-committee meetings will be eligible for the attendance payment unless a cancellation notice is sent by 10.00am on the second working day prior to the date of the meeting, thereby giving one clear working day's notice.

Ordinary members attending the licensing committee will not be eligible for the attendance payment.

Travel allowance

8. Councillors (and co-optees receiving a special responsibility allowance) may only claim travel expenses necessarily incurred in carrying out their approved duties outside the borough, subject to the following exceptions:
- Members with mobility difficulties are able to claim the cost of travel when on council business
 - Members are able to claim for taxis home after council meetings ending after 9.00pm in summer (BST) and 7.00pm in winter (GMT)
 - Non statutory co-optees (who do not receive an allowance) can claim their travel expenses.

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A full list of approved duties is set out in paragraph 26 below.

9. Members cannot reclaim expenses they have incurred due to:
 - a) congestion charges, including fines or penalties
 - b) parking/clamping fines.
10. For public transport, receipts must be produced in respect of all claims. Members using their own transport may submit mileage claims. The maximum rates per mile are set out below.
11. The following is a summary of the conditions, and has been excerpted and adapted from those which apply to officers.

Car users

12. Casual car users allowances – general conditions:
 - Public transport must be used on all appropriate occasions, e.g. where more economic, timely etc
 - Members should not use their own cars when there is room in one of the local authority's cars or in the car of another member making the same journey on the same business. As far as possible journeys over the same route should be arranged so as to synchronise
 - All official mileage has to be recorded
 - Members shall have included and maintain in their insurance policy a clause indemnifying the local authority against all third party claims (including those concerning passengers) arising out of the use of the vehicle on official business
 - Members must ensure that the car they are travelling in has current insurance and MOT certificates and are encouraged to ensure that their car has passed emission checks:
 - For cars less than three years old, annually
 - For cars three years and above, twice yearly.
13. The national joint council reviews the rates payable to staff on an annual basis. The current rates are set out below. There are three bands of allowance according to the cubic capacity of the car: 451-999 cc; 1000-1199 cc; 1200 cc and above.

Casual Users	451-999 cc	1000-1199 cc	1200 cc and above
Per mile-first 8,500 miles	46.9 pence	52.2 pence	65.0 pence
Per mile-after 8,500 miles	13.7 pence	14.4 pence	16.4 pence

Motorcycles and mopeds

There are five bands of allowance according to the engine size of the motorcycle: the rates are set out below:

Engine Size (cc)	
Up to 150	9 pence per mile
151 – 244	14 pence per mile
245 – 500	17 pence per mile
501 – 999	23 pence per mile
1000+	27 pence per mile

Pedal cycles

A monthly cycle allowance is payable to councillors, independent and co-opted members who use their own cycles in connection with their official duties. The rate is currently £20 per month. Members must notify the proper constitutional officer of their intention to claim this allowance as unlike other travel allowances it is not paid as an expense. Except in circumstances agreed by the proper constitutional officer members in receipt of the cycle allowance may not claim other travel allowances. Except in circumstances agreed by the proper constitutional officer members who have taken advantage of the Bikes4Work scheme are required to use their cycle for normal council business whether they claim the cycle allowance or not and will not be eligible to claim other travel allowances.

Subsistence allowance

14. Subsistence allowance may be claimed in respect of approved duties, except where food is provided, if they involve an absence from the normal place of residence exceeding four hours in total which includes one hour travelling time.
15. Claims are subject to the following maximum, which are the same for members as they are for officers:

Breakfast	£5.93
Lunch	£8.18
Evening Meal	£10.10

16. The amount to be reimbursed in respect of approved duties is the actual amount spent subject to the maximum figures quoted above. Receipts must be produced in respect of all claims.

Child-care and dependant carers allowance scheme

17. Members may claim this allowance as reimbursement of costs they incur in arranging carers to look after dependants who cannot be left by themselves by reason of age or other special needs. The allowance may only be claimed in respect of approved duties.
18. The maximum rate claimable is £6.00 per hour (and may be increased from time to time by the chief executive on the advice of the strategic directors of health & community services and children's services taking into account local conditions). The following criteria also apply:
 - payment is claimable in respect of children aged 15 or under or in respect of other dependants where there is medical or social work evidence that care is required
 - the allowance will be paid as a reimbursement of incurred expenditure against receipts
 - the allowance is not payable to a member of the claimant's own household
 - the carer must be 18 or over (and not a spouse or partner/co-habitee of the member or a relative living at the same address)
 - any dispute as to entitlement and any allegation of abuse will be referred to the standards committee for adjudication.

Co-opted members

19. The following allowances are payable to co-opted members:
 - a) All statutory co-optees (i.e. statutory co-optees to the education committee) should receive an annual allowance; for 2012/13 this is £1,061
 - b) No statutory co-optees may receive more than one allowance under (a) above
 - c) That statutory co-optees should be subject to the same travel and subsistence claim regime as councillors, i.e. not able to claim for intra borough travel and subsistence except where one of the exceptions applies
 - d) Non-statutory co-optees should be able to claim re-imbusement of travelling and subsistence expenses.
20. Co-optees may, in writing to the proper constitutional officer, elect not to receive allowances.
21. The allowance to education co-optees should be payable from the date of appointment.
22. Co-optees allowances are subject to the same index linking as members' allowances generally.
23. Co-optees do not receive the basic allowance.
24. If a co-opted member does not serve for the whole of the 12 month period, or become disqualified, they will only be entitled to pro-rata payments for the period(s) during which they were actually a serving co-opted member.
25. Both statutory and non-statutory co-opted members are entitled to claim dependant carer's allowance as set out in paragraphs 17 and 18.

Approved duties

26. For a member, an approved duty for the purpose of travel, subsistence and childcare and dependant carers allowances means:
 - a) attendance at a meeting of the council or of any committee or sub-committee of the council
 - b) attendance at a meeting of a body to which the member has been nominated by the council or of any committee or sub-committee of such a body, provided they are a member of the body concerned
 - c) attendance at any other meeting, the holding of which is authorised by the council, or a committee or sub-committee of the council or a joint committee of the council, or a sub committee of such a joint committee, provided that it is a meeting to which members of at least two political groups have been invited
 - d) attendance at a meeting of any association of authorities of which the council is a member
 - e) attendance at a meeting of the cabinet or of any of its committees
 - f) performance of any duty in connection with the discharge of a function of the authority empowering or requiring the inspection of premises

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- g) performance of any duty in connection with arrangements made by the authority for the attendance of pupils at special schools
 - h) any other duty approved by the council for the purpose of, or in connection with, the discharge of the functions of the council, or any of its committees or sub-committees
 - i) any duty for the purpose of or in connection with the discharge of the functions of the cabinet
 - j) attendance at neighbourhood forums that fall within the member's ward
 - k) attendance at tenants' council and leaseholders' council
 - l) attendance at licensing or planning committees as a ward representative.
27. No allowances can be claimed in respect of political group meetings, members' surgeries or attendance at college or school governing bodies.

Entitlement to allowances

28. Allowances are paid automatically in equal monthly instalments. If a member of the council does not serve for the whole of the year, becomes disqualified or ceases to be entitled to a special responsibility allowance (SRA), they will only be entitled to payments for the proportion of the number of days served in that year. Overpayment of SRAs for continuing members will be automatically deducted from the basic allowance. Other overpayments must be repaid to the authority. If the scheme is amended so as to affect entitlement any variation will be paid from an agreed date only. Retrospective payments will not be made to members who are no longer serving.

Waiving right to receive allowances

29. Members do not have to take their allowance(s) – if a member wishes to waive their right to receive a basic allowance, SRA, any other allowance, or part thereof, they must notify the proper constitutional officer in writing.

Claiming allowances

30. Claims for travel, subsistence, child-care and independent carers allowances must be submitted within two months of the duty undertaken and accompanied by relevant receipts. Claims submitted outside of the two month period may be put forward to the standards committee for consideration.

Taxation and allowances

31. Allowances are not salaries but are subject to tax and national insurance as any allowance is considered as income. Any such deductions are subject to personal circumstances. Members should note that the council is unable to deal with personal tax enquiries on their behalf and should inform their tax office of any change in circumstances.

Publication of allowances

32. In accordance with the Local Authorities (Members Allowances) (England) Regulations 2003, the council is required to publish details of any basic and special responsibility allowances paid to councillors for the previous financial year, along with details of the allowances scheme which applied at that time. This statutory notice also includes details of subsistence, travel and carer's

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allowance. In addition the council publishes further information regarding members' expenses.

Withholding allowances

33. The standards committee may withdraw allowances from individual members (including independent members of standards committee and co-opted members) in whole or in part as part of any sanction in relation to a breach of conduct, for non-attendance at meetings, or, for elected members only, for failure to attend required training. Withheld allowances are not repayable/recoverable.
34. Standards committee may also consider the withdrawal of allowances for a member given approval by council assembly for a failure to attend, subject to a referral being made by council assembly.

Amendments to the allowances scheme

35. Basic allowance and travel, subsistence and carers allowances are adjusted in accordance with the national local government pay settlement and allowances for officers¹. SRA levels are set by council assembly and are not subject to inflationary adjustments.
36. Travel and subsistence allowances will be amended in line with changes to allowances for officers.
37. Dependant carer's allowance may be increased from time to time by the chief executive, in consultation with the strategic directors of health & community services and children's services, to reflect local conditions, and amounts payable by the health and community services department for the level of care required.

Special leave arrangements

38. The special leave arrangement for members applies to all recipients of special responsibility allowances. Where SRAs are paid at a reduced level that level will apply during any special leave absence. Where members have elected not to receive their allowance no special leave payment will be made.
39. Where a period of special leave includes the annual meeting of council assembly and the member is not reappointed to a post attracting an SRA the special leave allowance will cease on the day following council assembly.

Maternity leave

40. The maternity leave arrangement will be for up to three months on full allowance. No additional allowance will be paid for absence beyond three months. Antenatal care is part of the normal arrangements for short term absence and is not affected by special leave arrangements.
41. Members are not eligible for Statutory Maternity Pay (SMP) if they are not employed elsewhere. The council cannot pay SMP.

¹ Index linking is to the general settlement rather than any special provision for particular groups of staff such as the low paid.

Adoption leave

42. The adoption leave arrangement will be for up to three months on full allowance. No additional allowance will be paid for absence beyond three months.

Paternity leave

43. The paternity leave arrangement will be for ten days paid absence and parental support absence of up to 13 weeks with no allowance.

Sick leave

44. The sick leave arrangement will be for up to six months full allowance in any 12 months.

Other special leave

45. Normal leave arrangements and emergency situations do not affect SRAs. Extended absence e.g. service abroad in the Territorial Army or jury service to be in line with officer guidelines.

Other arrangements

46. During any period for which special leave arrangements are in place any member who is appointed to deputise for the absent member who is not a member of the cabinet will be eligible for the full SRA payments due in the same period.
47. During any period for which special leave arrangements are in place any member who is appointed to deputise for an absent cabinet member will be eligible for a proportion of the SRA payments due in the same period, not exceeding nine tenths of the full SRA payment.

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**COUNCIL ASSEMBLY AGENDA DISTRIBUTION LIST (OPEN) (FULL LIST)
MUNICIPAL YEAR 2013/14**

NOTE: Original held by Constitutional Team; all amendments/queries to
Lesley John Tel: 020 7525 7228

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		Sonia Sutton	1
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Corporate Management Team	5	Trade Unions	9
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		Local M.P.	1
		Simon Hughes M.P.	
		Others	2
		Ann-Marie Connolly	1
		Elizabeth Olive, Audit Commission, Ground Floor, Tooley Street	1
		Total:	113