

Cabinet

Tuesday 21 October 2014
4.00 pm
Ground Floor Meeting Room GO2A, 160 Tooley Street, London
SE1 2QH

Membership

Councillor Peter John
Councillor Ian Wingfield

Councillor Fiona Colley
Councillor Dora Dixon-Fyle MBE
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Darren Merrill

Councillor Victoria Mills
Councillor Michael Situ

Councillor Mark Williams

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for
Communities, Employment and Business
Finance, Strategy and Performance
Adult Care, Arts and Culture
Public Health, Parks and Leisure
Housing
Environment, Recycling, Community Safety and
Volunteering
Children and Schools
Environment, Recycling, Community Safety and
Volunteering
Regeneration, Planning and Transport

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

Paula Thornton 020 7525 4395 or Virginia Wynn-Jones 020 7525 7055
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Councillor Peter John

Leader of the Council
Date: 13 October 2014



Cabinet

Tuesday 21 October 2014

4.00 pm

Ground Floor Meeting Room GO2A, 160 Tooley Street, London SE1 2QH

Order of Business

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

Item No.	Title	Page No.
6.	MINUTES	5 - 15
	To approve as a correct record the minutes of the open section of the meeting held on 16 September 2014.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests.	
8.	SOUTHWARK SAFEGUARDING CHILDREN BOARD ANNUAL REPORT	16 - 54
	To receive the report from the Independent Chair of Southwark Safeguarding Children Board.	
9.	WORKFORCE STRATEGY AND WORKFORCE REPORT	55 - 102
	To note the progress made against the council's workforce strategy and the actions that are planned for the year ahead.	
10.	POLICY AND RESOURCES STRATEGY 2015/16 TO 2017/18: SCENE SETTING REPORT	103 - 114
	To note the reduction in the government's estimate of spending power for the council in 2015/16, the reduction in the government's estimate of start up funding for the council in 2015/16 and changes in the council's estimates of grants due to the council in 2015/16.	
	To also note the actions and estimates provided by the council to address the gap between funding available and general fund spending, and the current predicted gap between resources available and general fund spending of £31.4m.	
	To instruct officers to submit a further report to cabinet in December to include any further settlement information that becomes available, initial feedback from consultation and the revised budget gap, and to continue to work on budget options for a balanced budget in 2015/16 for presentation to the cabinet in January 2015.	
	To agree that the council Southwark Emergency Support Scheme should continue to be supported at current levels.	
11.	NEW SOUTHWARK PLAN - ISSUES AND OPTIONS	115 - 121
	To agree the new Southwark Plan issues and options for consultation.	

Item No.	Title	Page No.
12.	PECKHAM AND NUNHEAD AREA ACTION PLAN	122 - 134
	To recommend that council assembly:	
	<ul style="list-style-type: none"> • Consider the report of the planning inspector on the Peckham and Nunhead area action plan • Adopt the area action plan as amended by the inspector's and the council's modifications • Note the supporting documents provided with the report. 	
13.	APPROVAL OF THE COUNCIL'S CYCLING STRATEGY 2014 - CONSULTATION DRAFT	135 - 205
	To agree to the public consultation of the council's draft cycling strategy.	
14.	CABINET RESPONSE TO THE HOUSING, ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY SUB-COMMITTEE REPORT ON THE SOUTHWARK COMMUNITY WARDEN SERVICE	206 - 210
	To approve the response to the housing, environment, transport and community safety sub-committee report on the Southwark community warden service.	
15.	GATEWAY 2 - CONTRACT AWARD APPROVAL: REFURBISHMENT OF THE ATHLETIC FACILITIES AT SOUTHWARK ATHLETICS CENTRE	211 - 219
	To approve the award of contract for the refurbishment of the athletics facilities at Southwark Athletics Centre.	
16.	ACQUISITION OF FREEHOLD INTEREST IN 71, 73 AND 75 ALBION STREET SE16 AND 18 BRUNEL ROAD SE16	220 - 226
	To approve terms for the acquisition of the freehold interests in 71, 73 and 75 Albion Street SE16 and 18 Brunel Road SE16.	
17.	APPOINTMENTS TO OUTSIDE BODIES 2014-15 - NHS TRUST BODIES / MILLWALL FOR ALL	227 - 230
	To consider and agree appointments to outside bodies listed in the report for the remainder of the 2014/15 municipal year.	
	DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING	

EXCLUSION OF PRESS AND PUBLIC

The following items are included on the closed section of the agenda. The Proper Officer has decided that the papers should not be circulated to the press and public since they reveal confidential or exempt information as specified in paragraphs 1-7, Access to Information Procedure Rules of the Constitution. The specific paragraph is indicated in the case of exempt information.

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

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

PART B - CLOSED BUSINESS**18. MINUTES**

To approve as a correct record the closed minutes of the meeting held on 16 September 2014.

19. GATEWAY 2 - CONTRACT AWARD APPROVAL: REFURBISHMENT OF THE ATHLETIC FACILITIES AT SOUTHWARK ATHLETICS CENTRE**20. ACQUISITION OF FREEHOLD INTEREST IN 71, 73 AND 75 ALBION STREET SE16 AND 18 BRUNEL ROAD SE16**

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

Date: 13 October 2014

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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 21 October 2014

LEAD OFFICER DETAILS

Name and contact details: Adrian Whittle, Head of Culture, Libraries, Learning and Leisure 020 7525 1577

DETAILS OF THE REPORT

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

Gateway 2, Contract Award Approval – Refurbishment of the Athletics Facilities at Southwark Athletic Centre

That cabinet agree the award of the contract for the refurbishment of the athletics facilities at Southwark Park.

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

The next meeting of the cabinet is not scheduled to meet until 18 November 2014. The project has now been through both the planning and procurement processes and the council are ready to appoint contractors to progress the work. A decision cannot wait until November because of the urgent need to start work as soon as possible to meet the summer 2015 target completion dates

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

There would be no significant cost to the council. However, in order to drive forward the project and to keep the up the positive momentum, it is recommended that a decision is made in October.

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

See below.

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

The decision was listed on the forward plan. However reference to the requirement for a confidential report was not included in error. It will be necessary to prepare a closed report for consideration by cabinet setting out the details of the bids received so as to inform the decision making process.

Everton Roberts
For Proper Constitutional Officer
Dated: 13 October 2014



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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 21 October 2014

LEAD OFFICER DETAILS

Name and contact details: Paul Davies, Principal Surveyor 020 7525 5529

DETAILS OF THE REPORT

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

Acquisition of Freehold Interest in 71, 73 and 75 Albion Street SE16 and 18 Brunel Road SE16

To approve terms for the acquisition of the freehold interests in 71, 73 and 75 Albion Street SE16 and 18 Brunel Road SE16.

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

The next meeting of the Cabinet is not scheduled to meet until 18 November 2014. The decision cannot wait until then because of the urgent need to complete this transaction within statutory timescales.

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

A delay would cost the council a significant amount of money and could possibly jeopardise being able to acquire the subject properties at a beneficial cost.

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

See below.

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

The decision is a non-key decision and was therefore not listed on the forward plan. As the report was progressed it came to light that it should have been listed on the forward plan to comply with the required notice of closed business likely to be considered in closed session.

Everton Roberts
For Proper Constitutional Officer
Dated: 13 October 2014



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 16 September 2014 at 4.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Peter John (Chair)
Councillor Ian Wingfield
Councillor Fiona Colley
Councillor Dora Dixon-Fyle MBE
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Darren Merrill
Councillor Victoria Mills
Councillor Michael Situ
Councillor Mark Williams

1. APOLOGIES

There were none.

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

No late items were identified.

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

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

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillor Michael Situ advised that he was a member of the scrutiny sub-committee which originally made the recommendations in items 8 and 9. This was considered to not be a disclosable pecuniary interest.

5. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

6. MINUTES**RESOLVED:**

That the minutes of the meeting held on 22 July 2014 be approved as a correct record and signed by the chair.

7. DEPUTATION REQUESTS

There were no deputation requests.

8. RESPONSE TO RECOMMENDATIONS FROM THE REVIEW OF PREVALENCE OF PSYCHOSIS AND ACCESS TO MENTAL HEALTH SERVICES FOR THE BAME COMMUNITY IN SOUTHWARK**RESOLVED:**

That the proposed response of the health, adult social care, communities and citizenship review of prevalence of psychosis and access to mental health services for the BAME community in Southwark be agreed.

9. RESPONSE TO RECOMMENDATIONS IN ACCESS TO HEALTH SERVICES IN SOUTHWARK (HEALTH ADULT SOCIAL CARE, COMMUNITIES & CITIZENSHIP SCRUTINY SUB-COMMITTEE)**RESOLVED:**

That the proposed response to the health, adult social care, communities and citizenship scrutiny sub-committee's report into access to health services in Southwark be agreed.

10. CARE ACT 2014 - OVERVIEW**RESOLVED:**

1. That the requirements of the Care Act 2014 and the key new duties that it will place on local authorities including Southwark from April 2015 be noted.
2. That the key areas identified as potentially having greatest impact on resources locally and the further work that has been identified by officers to review and update this understanding be noted.
3. That the duties around cooperation for the wider council and health partners, and the particular importance of this in delivering duties around prevention and early action, providing information and advice, and promoting and maintaining wellbeing be noted.

4. That the interim strategic director for children's and adults' services works with the strategic director for finance and corporate services to consider the implications of the Care Act 2014 on current services, and to ensure that this is taken into account within the forthcoming policy and resources strategy.

11. APPROVAL OF THE COUNCIL'S LOCAL IMPLEMENTATION DELIVERY PLAN, ANNUAL SPENDING SUBMISSION FOR 2015/16

RESOLVED:

Decisions of the cabinet

1. That the content of the council's proposed submission to Transport for London (TfL) identifying transport projects to be delivered with TfL Lip funding in 2015/16 and an indicative programme of work for 2016/17 and 2017/18, as contained in Appendix A of the report, be agreed.
2. That the identified programme be submitted to TfL by 3 October 2014 be agreed.
3. That the implementation of the agreed programmes as set out in Appendix A of the report be agreed.

Decisions of the Leader

4. That authority be delegated to the cabinet member for regeneration, planning and transport to amend the programme for 2015/16 should any variations to the proposed programme be required. The cabinet member shall consult community council chairs regarding scheme changes in their area.
5. That authority be delegated to the cabinet member for regeneration, planning and transport to determine the most appropriate use of the £100,000 discretionary funding allocated by TfL for 2015/16.

12. GATEWAY 1: PROCUREMENT STRATEGY APPROVAL - SOUTHWARK WORKS EMPLOYMENT COMMISSIONING FRAMEWORK

RESOLVED:

That the procurement strategy outlined in the report for the Southwark works employment commissioning framework for four years at an estimated maximum contract value of £5.275m be approved.

13. QUARTER 1 CAPITAL MONITORING FOR 2014/15 AND CAPITAL PROGRAMME REFRESH FOR 2014/15 - 2023/24

RESOLVED:

1. That the general fund capital programme for the period 2014/15 to 2023/24 as at

Quarter 1 2014/15, as detailed in Appendices A and D of the report be noted.

2. That the housing investment programme for the period 2014/15 to 2021/22 as at Quarter 1 2014/15, as detailed in Appendix B of the report be noted.
3. That the virements and funded variations to the general fund and housing investment capital programme as detailed in Appendix C of the report be approved.
4. That the re-profiling of the projected expenditure for 2014/15 and future years for both the general fund and housing investment programmes as detailed in Appendices A, B and D of the report be approved and that the resources available for the capital programme based on latest information available at Quarter 1 2014/15 be noted.

14. REVENUE MONITORING REPORT FOR QUARTER 1, 2014/15, INCLUDING TREASURY MANAGEMENT

RESOLVED:

1. That the following be noted:
 - the general fund outturn forecast for 2014/15 and forecast net movement in reserves by department
 - the housing revenue account's (HRA) forecast outturn for 2014/15 and resulting forecast movement in reserves
 - the treasury management activity for the first three months of 2014/15.
2. That the forecast performance for the collection of council tax be noted.
3. That forecast performance for the collection of business rates and the risks associated with the business rate retention scheme be noted.
4. That the general fund budget movements that exceed £250,000, as shown in Appendix A of the report, be approved.

15. KIPLING GARAGES, WESTON STREET, BERMONDSEY, SOUTHWARK SE1 - GRANT OF LONG LEASE

RESOLVED:

That the cabinet member for finance, strategy and performance be authorised to agree the heads of terms and the head of property be authorised to both enter into an agreement for a lease and grant a long leasehold interest in two parcels of land on the Kipling estate, Weston Street, London SE1 ("the Property"), as shown edged black on the plan attached at Appendix A of the report, to the Leathermarket Community Benefit Society (CBS) on the terms outlined in paragraph 2 of the report but subject to the grant of the lease being subject to the additional condition that the planning permission is satisfactory to the Council as well as the developer. Any minor variations to be delegated to the head of property to agree.

16. TO RE-APPROVE THE MAKING OF AN APPLICATION TO THE SECRETARY OF STATE FOR A COMPULSORY PURCHASE ORDER TO ACQUIRE THE REMAINING LEASEHOLD PROPERTIES WITHIN THE ELMINGTON ESTATE PHASE 3 (KNOWN AS SITES C, D, E AND G) SE5.

RESOLVED:

1. That it be re-approved that the council makes four or fewer Compulsory Purchase Orders ("Order[s]") under section 226 (1) of the Town & Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 or in the alternative under section 17 of the Housing Act 1985 for the acquisition of the land and new rights within the areas edged on the Ordnance Survey plans at Appendix 1 of the report for the purpose of securing the regeneration of the Elmington Estate in accordance with decisions to implement a new regeneration strategy taken by cabinet on the 22 March 2011 and 23 October 2012.
2. That the director of regeneration be re-authorised to:
 - a) determine the powers and implement the optimum number of Order[s] to deliver the overall regeneration aspiration;
 - b) take all necessary steps to secure the making, confirmation and implementation of the Order[s] including the publication and service of all notices and the presentation of the council's case at Public Inquiry should one be called;
 - c) acquire all interests in land within the Order[s] areas either by agreement or compulsorily;
 - d) approve agreements with land owners setting out the terms for the withdrawal of objections to the Order[s], including where appropriate seeking exclusion of from the Order[s];
 - e) amend the boundaries of the areas edged on the ordinance survey plans at Appendix 1 of the report; or
 - f) amend the number of properties and leasehold acquisitions within the Order (s) area listed in the schedule in Appendix 2 of the report, should it be required.

17. MOTIONS REFERRED FROM COUNCIL ASSEMBLY

RESOLVED:

Children and Young People

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

Schools

1. Council assembly recognises that there are real challenges ahead for local authorities to meet demand for school places, with more than one in four councils forecasting a shortage of primary school places this coming September, and nearly

half of local authorities facing a places shortage in September 2015.

2. Council assembly welcomes the work of the current administration over the last four years to expand school places to meet demand, by expanding popular local schools and working with partners to open new ones, ensuring that last year every on time applicant in Southwark was offered a reception place.
3. Council assembly acknowledges that there continues to be a shortage of school places in certain areas and that some parents in Southwark feel they have little choice especially when they are unable to secure places at the community schools nearest to where they live.
4. Council assembly recognises that the work being done by the current Labour administration to ensure that there are sufficient school places to meet demand in the borough is being done against the backdrop of the Liberal Democrats working with the Conservatives in government making it harder and harder for councils to build new schools in the places they are most needed.
5. Council assembly notes with concern that the coalition government's flagship free schools policy is failing to address the national shortage of school places, with an estimated two thirds of primary school places not in areas of need. Council assembly calls on the government to stop putting politics before the needs of children by diverting money away from areas with a real shortage of places.
6. Council assembly recognises that the current situation in Southwark, where despite increasing demand some schools are struggling to fill places, with 335 vacancies in secondary schools and 201 vacancies in primary schools currently across the borough, is unsustainable.
7. Council assembly calls on cabinet to continue to drive up standards in Southwark schools and to bring forward a programme to work with schools to ensure that over 70% of students in every secondary school in the borough get at least five good GCSEs. Council assembly also calls for this programme of work to look beyond schools and to what additional support can be given to our looked after children and children from troubled families who all too often achieve well below their potential.
8. Council assembly also recognises the challenge where there are secondary schools in the borough which are rated as 'good' or 'outstanding' by Ofsted, but where parents do not want to send their children.
9. Council assembly therefore calls on the cabinet to work with local parents and the Department for Education to ensure that decisions about new schools are based on the needs of the community.
10. Council assembly calls on the cabinet to ensure that free schools work as part of the educational mix of the borough, by continuing to work with popular local schools who choose to come forward with free school proposals, sponsors who can demonstrate their commitment to working in partnership with both the council and local parents, and committed parents who want to open new schools in their area.

Childcare

11. Council assembly recognises that the increasing cost of childcare is one of the most pressing issues affecting families in Southwark. Childcare prices have risen significantly while real earnings have fallen – contributing to the cost of living crisis – and there are serious gaps in provision for quality affordable childcare, particularly for working parents.
12. Council assembly recognises that the rising childcare costs are particularly detrimental to women and are pricing half a million British mothers out of work. Council assembly welcomes Labour’s commitment nationally to increase the provision of free childcare for 3 and 4 year olds from 15 hours to 25 hours a week, but recognises that more needs to be done across the council’s services to support mothers back into work.
13. Council assembly welcomes the commitment of this administration to invest in Southwark’s children’s centres and work with parents to set up two new community nurseries to increase the number of affordable childcare places in the borough.
14. Council assembly recognises the need for real long term solutions to this growing problem and therefore welcomes the establishment of the Childcare Commission, bringing together experts, parents, providers and employers to find ways to secure childcare provision that is accessible and affordable to all parents, supports them to be economically active, and delivers quality education and development for children in the early years.
15. Council assembly calls on the cabinet to implement the recommendations of the Childcare Commission and to look for opportunities for facilitating and encouraging employment through the provision of quality, affordable childcare, particularly for working mothers.

Beyond education and childcare

16. Council assembly recognises that the council’s duty towards children and young people goes beyond education and childcare. Therefore, council assembly also welcomes the council’s commitment to:
 - Ensure a top quality playground in every local area and to introduce “play streets”, closing some streets to traffic during school holidays to ensure children have the opportunity to play safely.
 - Continue to deliver free healthy school meals for every primary school child in Southwark and extend free fruit to all primary school children as a morning snack.
 - Keep young people safe at home and in our community and protect children from abuse or neglect by investing in early support for families.
 - Help more people to foster and adopt by paying their council tax, to help give more children a home where they are loved, safe and secure.

- Help young people to get sound financial education by opening a credit union account with a £10 deposit for every 11 year old and helping them get good money advice.

East Dulwich Secondary School

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

Council assembly:

1. Notes that there is clear evidence of the need for a secondary school in the Dulwich area in order to meet local demand and that the Dulwich hospital site has been identified as the only suitable site in the local area.
2. Notes that two providers have put forward proposals for a new secondary school on this site and that both are backed by strong local parental campaigns and have the full backing of the council and local MPs.
3. Notes that the need for primary school places in this part of the borough is being met through a number of new local free school proposals and the expansion of existing primary schools, including Ivydale School, which is the preferred choice of local parents.
4. Supports the view of local parents that what is needed on the Dulwich hospital site is a new secondary school, not another primary school.
5. Believes that it is completely unacceptable for the coalition government to be progressing plans for a primary free school on the Dulwich hospital site without consulting local parents or the local authority.
6. Believes that blocking a new and much needed secondary school in this area would completely go against the coalition government's own policy of responding to local need and demand, as well as the free school aspiration of parent led schools with a diversity of providers.
7. Calls on cabinet to press the Education Secretary to be open and transparent about his plans for the Dulwich hospital site and to listen to the views of the local community and their elected representatives who have been campaigning for a secondary school on this site.
8. Calls on councillors from all parties to stand firmly with local people who want a secondary school in East Dulwich, rather than supporting another primary school, which would limit rather than increase parental choice, in an area where the council has worked hard with popular local schools to expand places and meet demand

Alternating the Role of the Mayor

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

1. Council assembly recognises that the position of Mayor is a civic, ceremonial and non-political position.
2. Council assembly recognises that the current Mayor of Southwark was democratically elected by the majority of councillors in the borough. Council assembly accepts that the decision of councillors to elect as the first citizen a representative of the majority party, which includes representatives from across the whole borough, in recognition of the democratic wishes of Southwark residents.
3. Council assembly therefore supports the continued election of the Mayor by the full council in a democratic vote.

Transport Links in South Bermondsey

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

Council assembly calls on the council to improve transport links in South Bermondsey to benefit local residents and boost footfall for local businesses, support the upcoming rejuvenation of the high street and help the Blue fulfill its potential as a major destination.

Council assembly calls on the council to:

1. Lobby Transport for London (TfL) to deliver new bus connections from Southwark Park Road, to and from London Bridge, the West End and the City, to ensure all of South Bermondsey is fully connected with the rest of London including building on existing conversations about the C10 route.
2. Press the Mayor of London for an extension of the cycle hire scheme into all parts of South Bermondsey.
3. Work with Network Rail and Grosvenor Estates to ensure that a new garden and pedestrian link through the redeveloped Biscuit Factory and railway arches is fully realised, directly connecting Bermondsey tube station to the Blue.
4. Take action to tackle the high number of heavy goods vehicles (HGVs) using Southwark Park Road through The Blue.

Bakerloo Line Extension

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

1. Council assembly applauds Labour councillors' long standing campaign to extend the Bakerloo Line to Camberwell and Peckham, which has included a petition signed by more than 2,750 people, in order to improve public transport for current and future Southwark residents, and to help bring jobs and growth to South London. Council assembly welcomes the fact that the Labour campaign to extend the Bakerloo line to Camberwell now has cross-party support, including from Liberal Democrat opposition councillors.

2. Council assembly welcomes the cabinet's commitment to campaign for the Bakerloo Line to be extended south of the Elephant and Castle to Camberwell, as set out in the cabinet report "Delivering a Fairer Future for all in Southwark".
3. Council assembly recognises that the Old Kent Road is desperately in need of better transport, particularly given its new designation as an opportunity area. Council assembly welcomes the further expansion of the Bakerloo line to the Old Kent Road, which could provide more opportunity for new homes in the area. However, council assembly believes that any expansion of the tube to the Old Kent Road should not be done at the expense of Camberwell, and therefore calls on the cabinet to press the Mayor of London to deliver on his promise to extend the Bakerloo line to Camberwell as well as the Old Kent Road.
4. Council assembly believes there is a strong case for expanding the Bakerloo Line to serve both Camberwell and the Old Kent Road and calls on cabinet to push for a two-branch extension with Transport for London (TfL) and the Mayor of London.

EXCLUSION OF PRESS AND PUBLIC

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

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

18. MINUTES

The closed minutes of the meeting held on 22 July 2014 were approved as a correct record and signed by the chair.

19. TO RE-APPROVE THE MAKING OF AN APPLICATION TO THE SECRETARY OF STATE FOR A COMPULSORY PURCHASE ORDER TO ACQUIRE THE REMAINING LEASEHOLD PROPERTIES WITHIN THE ELMINGTON ESTATE PHASE 3 (KNOWN AS SITES C, D, E AND G) SE5.

The cabinet considered the closed information relating to this item. See item 16 for decision.

Meeting ended at 5.25 pm

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 24 SEPTEMBER 2014.

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

Item No. 8.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Southwark Safeguarding Children Board: Annual Report	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Children and Schools	

FOREWORD – COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR CHILDREN AND SCHOOLS

Keeping our children and young people safe remains at the top of this council's agenda. This report from the Independent Chair of the Southwark Safeguarding Children's Board (SSCB) represents an opportunity to review the safeguarding activity that is taking place across multiple local agencies that are working together to ensure the best possible outcomes for Southwark's children.

In the light of the recent Independent Inquiry into Child Sexual Exploitation in Rotherham this council welcomes the continued focus of the SSCB on tackling child sexual exploitation. The SSCB is currently finalising a multi-agency Child Sexual Exploitation strategy and I am recommending that the latest draft of the strategy is reviewed by cabinet at the forthcoming November cabinet meeting. Whilst the key to ensuring the best possible prevention and intervention will be working with our partner agencies I am also asking that a cabinet report on Child Sexual Exploitation is also brought to the November meeting.

This report summarises the SSCB's activity during 2013/14 and offers an analysis of safeguarding performance. Big improvements have been made such as the establishment of a multi-agency function to receive and process referrals (the MASH) and the reduction in the number of children subject to Child Protection Plans for two years or more. Partners from health also report a year of improvements despite significant organisational upheaval. However the report also highlights the rate of children looked after (CLA) remains high in Southwark and draws attention to ongoing issues of placement stability, which are of concern to the corporate parent committee. The corporate parenting committee will continue to review this area in 2014/15.

For the remainder of this financial year, the SSCB will maintain its focus on three key areas: tackling child sexual exploitation, understanding and addressing neglect, and reconfiguring services to ensure early help is provided to families at the earliest opportunity so that problems are prevented as soon as they are identified.

RECOMMENDATION

1. That the cabinet receives this report from the Independent Chair of Southwark Safeguarding Children Board, notes its scope and provides comment.
2. That the latest draft of the SSCB's multi-agency Child Sexual Exploitation strategy is reviewed by cabinet at the forthcoming November cabinet meeting alongside a full cabinet report on Child Sexual Exploitation.

BACKGROUND INFORMATION

3. Statutory guidance in *Working Together to Safeguard Children: March 2013* requires that the Local Safeguarding Children Board (LSCB) be independent and not subordinate to other local structures. As such, LSCBs are required to have an independent chair which can hold all agencies to account.
4. Section 14A of the Children Act 2004 and paragraph 16 of Chapter 3, *Working Together* require that independent Chair of the LSCB publishes an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.
5. The report is also submitted to the Chief Executive, Mayor of London (as Police and Crime Commissioner) and the Chair of the Health and Wellbeing Board.
6. The report is one of the ways in which the LSCB enables challenge and transparency across the multi-agency partnership for protecting children in Southwark. This report relates to the work of the Board and its partner agencies in the financial year 2013-14.
7. Agencies represented on the Safeguarding Children Board have contributed to the development of this annual report.

KEY ISSUES FOR CONSIDERATION

8. The report notes the success achieved by partner organisations over the year. These include:
 - The establishment of the Multi Agency Safeguarding Hub (MASH) as a means of effective information sharing when a concern is raised about a child
 - The development of the *Social Work Matters* change programme within Children's Services
 - A reduction in the number of children on a Child Protection Plan for 2 years or more
 - Multi-agency deep dive on need and performance in neglect cases
9. Key areas for improvement across the safeguarding partnership are identified in the report as:
 - Improving the timeliness of assessments and child protection conferences
 - Improving performance in services for Looked After Children
 - Enhancing multi-agency working at the Early Help stage
 - Further detailed work on Private Fostering, including analysis and awareness raising, to address falling numbers of notifications
 - Strengthen local arrangements to understand and tackle child sexual exploitation (CSE) in Southwark, including the embedding of the Metropolitan Police's Pan London Protocol.
10. A particular area of focus for the remainder of 2014 and 2015 will be the sharpening of local procedures to tackle child sexual exploitation (CSE), building on existing the multi-agency sexual exploitation panel. The Safeguarding Children Board has a subgroup dedicated to this issue.

11. The three areas of priority for the Board for the remainder of this financial year, alongside **child sexual exploitation**, will be **neglect** and **early help**. These workstreams have been carried forward from 2013-14.

Policy implications

12. This report will be submitted to the Health and Wellbeing Board for the purposes of information and challenge.
13. The work of the Safeguard Board is consistent with the Council's priorities for securing the *Best start in life*, as articulated in the four-year Council Plan.

Community impact statement

14. The work of the LSCB particularly affects vulnerable children, young people and their families.

Resource implications

15. The report details the council's resource contributions to the work of the Safeguarding Children's Board. No changes were made to the council's financial contribution for the financial year in question (£50,000).

Consultation

16. All agencies represented on the Board have contributed to the writing of this report, and an opportunity for comment on the final draft was provided.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Southwark Safeguarding Children Board Annual Report 2013-14

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Children and Schools	
Lead Officer	Rory Patterson, Director of Children's Social Care Michael O'Connor, Independent Chair, Southwark Safeguarding Children Board Report	
Report Author	Jane Shuttleworth, Interim Head of Strategy, Planning and Performance, Children's and Adult's Services	
Version	Final	
Dated	9 October 2014	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
	Comments Included	
	Director of Legal Services	No
	Strategic Director of Finance and Corporate Services	No
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	Yes
		9 October 2014



Southwark Safeguarding Children Board

Annual Report 2013 - 2014

'Preventative services can do more to reduce abuse and neglect than reactive services'
Munro review of child protection services

Any comments on this report can be made to the independent chair Michael O'Connor on SSCB@southwark.gov.uk

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1. Foreword from the independent chair

Introduction

This is my first Annual Report as the Chair of Southwark Safeguarding Children Board. (SSCB). It has been a busy and productive year and this is reflected in this annual report for 2013/4. My introduction provides a summary and gives me an opportunity to highlight particular achievements and future priorities.

Working Together sets out the responsibilities of Safeguarding Children Boards and outlines the content of annual reports. The 2013/4 annual report provides an overview of the effectiveness of safeguarding children and young people in Southwark including highlighting key achievements and identifying areas for development.

Overview of Safeguarding Practice

Southwark has a diverse population of children and young people with comparatively high levels of deprivation and this impacts on needs and outcomes. Section 4 assesses the effectiveness of the help being provided starting with a summary of positives and areas for development. In 2013/14 the number of repeat referrals to social care and the number of children who were found to be at risk of harm or had been harmed for a second or subsequent time reduced. There was also a reduction in the number of child protection plans in place for over two years. These are indications of improvements in early help and safeguarding practice. In Southwark we are keen to triangulate findings which means we do not rely on one evidence source to assess impact. We use a range of different methods. Early Help audits and robust case tracking also indicate some good early help practice. The annual report also highlights positive feedback from parents on their experience of Children's Centres and from schools on their experience of the Council's Early Help Service.

Significant changes took place in 2013/14 in social care under the auspices of the borough's *Social Work Matters* transformation programme. The SSCB scrutinised the plans for implementing Social Work Matters and will continue to monitor the impact on vulnerable children and families. This is a whole system transformation programme which is changing the way social work is delivered in practice. The SSCB is pleased that Southwark is responding to the recommendations of the Munro review.

The Southwark Multi-Agency Safeguarding Hub (MASH) became operational in September. The MASH reflects both the complexity and commitment of the safeguarding landscape in Southwark with 14 agencies actively involved in assessing the needs of vulnerable families. In Southwark we are also keen to use external and independent assessors to monitor and evaluate practice and impact. An external review of the MASH took place in March 2014. This found evidence of effective case tracking, good management oversight of Section 47 child protection investigations and evidence of child centred practice. Improvements identified included better analysis of performance information. The SSCB will continue to scrutinise the MASH.

Against this backdrop of changes to process and organisational structure, there has been a drive to improve practice through the development of systematically trained social work practice groups and the implementation of Signs of Safety. This is a strengths-based approach to working with families. Audits undertaken in 2013/14 illustrated that Signs of Safety is proving to be a useful tool for engaging parents and supporting change. Performance with regard to outcomes for LAC and care leavers was also strong

and I am pleased to note that partners' ambitions and aspirations for these groups continue to rise.

During 2013/14 the SSCB prioritised the issue of child neglect. Neglect was the subject of the Board's annual conference and multi-agency audits on neglect also took place. This work will continue in 2014/5, with greater scrutiny of data and local intelligence. There is agreement to develop and implement a new model of early intervention and prevention which brings together a range of services from social care to youth and health services to create a co-ordinated model of intervention. The work to achieve this has started and this is a priority for the Board given the significant impact of neglect on Southwark's children and young people.

2013/14 was also a year in which the Board intensified its focus on understanding and tackling child sexual exploitation (CSE) in Southwark. The establishment of an SSCB multi-agency subgroup to develop a strong local strategy is an important step forward, and as Chair I will be keen to ensure that during 2014/15 local arrangements and protocols are making a positive impact. Ensuring that Southwark embeds pan-London protocols for tackling CSE will also be imperative.

Priorities going forward

Neglect and CSE will continue to be priority areas for the Board in this forthcoming year, alongside early help. During the year I called upon partners to improve local arrangements for early help through the realignment of services, to ensure that the right services are provided promptly as soon as needed by children, young people and their families. The Board will continue to scrutinise the impact of early help services.

Along with a continued focus on core child protection the Board will also be focusing on placement stability, private fostering and referral and assessment.

Identifying and embedding learning is a key responsibility of the Safeguarding Board and I look forward in 2014/15 to strengthening our approach to the delivery, implementation and evaluation of learning. This applies not just to Serious Case Reviews and Management Reviews, but also to the multi-agency audits co-ordinated by the Board.

As ever, the good governance of the Board is critical to enabling its success, and governance arrangements are periodically reviewed. In particular, I note processes in place to improve the Board's oversight and management of performance across agencies, and efforts to pay much closer and more direct attention to the voices of children and young people in our work.

I commend this report to all partner members on the Board and look forward to a busy, successful year in 2014/15.

Michael O'Connor
Independent Chair

Vision

We believe all children living in or visiting the borough have the right to safety and being protected from harm.. We will strive to work together across all agencies to protect children and young people by providing the highest quality services and encourage children to grow and develop to their full potential achieving the best possible outcomes.

Responsibilities

The SSCB will ensure that all agencies are aware of and undertake their key safeguarding responsibilities:

- All those who work with children and young people know what to do if they are concerns about possible harm
- When concerns about a child's welfare or concerns about harm are reported action is taken quickly and the right support is provided at the right time. This covers the spectrum from early help when issues first arise through to emergency action needed to keep children and young people safe.
- Agencies who provide services for children and young people ensure they are safe and monitor service quality and impact.

Key Strategic Questions for LSCBs

NB. This Annual Report responds to these key questions

- **Is the help provided effective?** How do we know our interventions are making a positive difference? How do we know all agencies are doing everything they can to make sure and children and young people are safe? This includes early help.
- **Are all partner agencies meeting their statutory responsibilities** (as set out in Working Together chapter 2)?
- **Do all partner agencies quality assure practice** and is there evidence of learning and improving practice? This includes learning from joint multi-agency audits.
- **Is training on early help and safeguarding monitored and evaluated** and is there evidence of training impacting on practice? This includes multi-agency training.

2014-15 SSCB Priorities:

Thematic priorities

- Families Matter
- CSE
- Neglect

Operational priorities

- MASH, access & assessment
- Core CP Work
- LAC
- Private fostering

Quality Assurance and Performance Management Priorities

Governance & organisation priorities

SSCB Priorities 2014/15: Please note a separate business plan is available which provides detail on plans for implementing the priorities noted below.

Thematic priorities

1. **Families Matter** – (Southwark’s response on early help)
 - Better co-ordination of all prevention and early intervention services including streamline pathways.
 - Further work will be taking place in 2014/5 on neglect including analysing the impact of the action taken in 2013/4 and a specific JSNA on neglect being led by Public Health.
2. **Child Sexual Exploitation**
 - Development of multi-agency CSE strategy with action plan and clear success criteria.
3. **Neglect**
 - Build on 2013/14 work on neglect, interrogate neglect data and develop approach to tackling neglect in families.

Operational priorities

4. **MASH, initial access and assessment**
 - Improve timeliness including timeliness of assessments and initial child protection conferences.
 - Implement and embed a multi-agency approach to single assessment including finalising the Single Assessment protocol.
 - Review of the multi-agency thresholds document to further reduce inappropriate referrals to the MASH.
5. **Child Protection**
 - Effective child protection processes.
 - Outcome focused child protection plans.
6. **Looked After Children**
 - Further analysis on current high LAC rate.
 - Improve LAC placements: stability and distance from home.
 - More effective oversight of safeguarding of LAC.
7. **Private Fostering**
 - Continue to increase awareness of Private Fostering and monitor impact of actions being taken on Private Fostering.

Quality Assurance and Performance Management priorities

8. **Quality assurance**
 - Improvement in SSCB engagement with CYP.
 - Continue to monitor roll-out of changes associated with Social Work Matters and develop plans for monitoring impact in 2014/15.
 - Ensure there is a programme of multi-agency audits.
 - Continue to monitor LADO activity.
 - Maintain and develop Learning & Improvement Framework in relation to audits and QA with strengthened ‘learning loop’.
9. **Performance Management**
 - Embed rigorous performance and QA reporting to the Board including further development of the performance dashboard, with greater data input from all agencies.
 - Ensure shared multi-agency understanding of strengths and weakness of frontline safeguarding practice through more critical analysis of practice and data.
 - Build network of designated safeguarding lead persons within agencies.

Governance & Organisation Priorities

- Plan dates and schedule for 2013/4 and 2014/5 Annual Reports.
- Plan and deliver 2014/5 Section 11 Audit.
- Agree financial contributions for 2015/6.
- Monitor delivery of 2014/5 work plan and develop 2015/6 work plan.
- Plan succession with and for lay members in 2015.
- Organise and run Annual Safeguarding Conference.
- Hold 3 Safeguarding Partnership Group meetings.
- Hold 6 SSCB meetings.
- Develop and monitor delivery of sub-group work plans.

2. Purpose of the Southwark Safeguarding Children Board

Working Together 2013 sets out the statutory responsibilities of Local Safeguarding Children Boards (LSCB) and of partner agencies.

As a minimum LSCBs are required to:

- Assess the effectiveness of the help being provided to children and families, including early help. This is covered in Section 4.
- Assess whether LSCB partners are fulfilling their statutory obligations as set out in Working Together chapter 2. The Annual Section 11 audit is used to provide an overall assessment on compliance with statutory responsibilities. Information on the 2013/4 Section 11 audit is provided in section 5.6.
- Quality assure practice, including through joint audits of case files involving practitioners and identifying lessons learned. Section 4.9 covers learning from reviews and case audits.
- Monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children. Section 4.9 also covers training.

Working Together also sets out requirements regarding Annual Reports..

3. Local profile

Southwark is a London borough bordering the City of London and the London borough of Tower Hamlets to the north with the River Thames forming the boundary. To the west Southwark is bordered by the London Borough of Lambeth and to the east by the London Borough of Lewisham.

According to the 2001 census Southwark had a population of 288,283.

29% of households are owner-occupied, 44% are social rented (including a significant proportion of council rented properties). Significant redevelopment is taking place particularly in older estates, for example, Aylesbury and Heygate. Deprivation is concentrated in the northern and central parts of the borough and large health inequalities exist between different geographical wards, as evidenced in the JSNA.

Some key facts about children and young people who live in Southwark are included below.

Children and Young People in Southwark – Some Key Facts

- The 0 to 18 years population comprises a fifth (21%) of all residents in Southwark. This is in line with the GLA 2013 inner London average.
- The latest figures for children living in low-income families, published by HMRC in 2014, show that Southwark has the 18th highest proportion of children in low income families in England.
- 30% of resident school-aged children in Southwark are White British, 24% Black African, 19% Black Other, 13% Asian, 8% Mixed and 6% Black Caribbean (GLA custom age range creator).
- 54% of Southwark's children and young people identify their faith as Christian, 13% as Muslim, 1% Buddhist, 1% Hindu and 21% identify themselves as agnostic (Census 2011).
- 45% of primary school pupils in Southwark are known or believed to have a first language that isn't English.
- Children from state schools in Southwark speak at least 53 different languages when at home. (2008 data, GLA).
- 64% of all 0-24 year olds resident in Southwark were born in the UK. This compares with 80% in London and 91% nationally. Southwark has high numbers of residents aged 0-24 born in Europe (11%), Africa (10%), Middle East and Asia (10%) and the Americas and the Caribbean (5%) (Census 2011).
- 29.9% of state secondary pupils in Southwark were eligible for and claiming free school meals in January 2014, the 12th highest proportion in England.
- Southwark also had a higher proportion of state primary school pupils eligible for and claiming free school meals than the English average - 21.9% compared to 17%.

4. Assessing the effectiveness of help being provided

4.1 Overall assessment of effectiveness

This section provides information on the effectiveness of help being provided. It includes the following sections:

- 4.2 Context
- 4.3 Early Help
- 4.4 The Multi-Agency Safeguarding Hub (MASH)
- 4.5 SSCB work on Neglect
- 4.6 Child Protection
- 4.7 Looked after children
- 4.8 Child Sexual Exploitation
- 4.9 Health agencies and safeguarding
- 4.10 Learning and development

A summary of 2013/4 overall positives and areas for development is included in the table below:

Positives	Priority areas for improvement
<ul style="list-style-type: none"> • A reduction in the percentage of cases where there was a repeat referral to social care. • A reduction in the number of children who were found to be at risk of harm or had been harmed for a second or subsequent time. • A reduction in the percentage of child protection plans in place for 2 years or more. • Multi-agency deep-dive analysis of need, performance and local intelligence relating to neglect. • Multi-agency safeguarding hub (MASH) going live. • Positive feedback on work of the Early Help Locality Teams. • The development of Social Work Matters change programme. • Continued embedding of Signs of Safety as a framework for social work practice. • Revised Working Together leading to a refresh of many areas of partnership working e.g. single assessment, learning and improvement framework, threshold document. • Work undertaken to develop a group of young people linked to the SSCB for engagement and consultation. 	<ul style="list-style-type: none"> • Improve the timeliness of assessments. • Improve the percentage of initial child protection conferences which take place within 15 days. • Further analysis on number of LAC as the LAC rate per 10,000 is high • Improve placement stability and reduce number of LAC living more than 20 miles away from home. • Implement and embed a multi-agency approach to single assessment. • Build on the early help strengths to reconfigure local early help provision to enhance multi-agency working, streamline pathways and improve outcomes for all children. • Development of a multi-agency Child Sexual Exploitation Strategy with an action plan with clear success criteria. • To make sure there is a shared multi-agency understanding of the strengths and weaknesses of front-line safeguarding practice across all partner agencies. • Continue to raise awareness on Private Fostering and undertake further work to understand why notifications are reducing.

The table below summarises some key social care activity for 2013/4. It is interesting to note that in Southwark there is a comparatively high rate of children with a child protection plan and children who are looked after. This contrasts with a lower comparative rate of referrals and assessments. There could be many reasons for this. For example, it might be the case that Southwark is quickly and effectively assessing children's needs and acting where there is significant risk. Or it could be that social care thresholds for a children in need assessment and plan are high and children and young people wait too long for a social care responses. During 2014/15 the SSCB will monitor activity levels closely and will triangulate this data using other methods for example audits, peer challenge and observations.

Indicator	2011/12	2012/13	2013/14	Statistical neighbour average 2012/13	London average 2012/13	English average 2012/13
Rate of referrals completed in the year per 10,000 under 18	616.5	580.2	518.0	577.8	458.5	520.7
Rate of children in need at end of period	509.8	557.5	476.8	497.8	368.4	332.2
Rate of core assessments per 10,000 under 18	218.0	221.2	150.7	286.1	226	204.2
Rate per CPP plan at end of period	46.2	46.1	53.5	42.5	34.8	37.9
Children looked after rate per 10,000	93.5	95.7	90.0	72	55	60

4.2 Context

4.2.1 SSCB and the Children's Plan priorities.

Southwark's Children and Young People's Plan 2013 to 2016 sets out the framework for work with children and young people in Southwark. The Plan has 3 priorities as described below.

- Best Start - Children and young people getting the right services at the right time.
- Safety and Stability – Children and young people receiving purposeful support which brings safe, lasting and positive change.
- Choice and Control for children and young people with a special educational need or disability and their families through access to a local offer of seamless personalised support.

The SSCB works closely with the Children's Trust. In 2013/14 the SSCB led work on neglect and early help which linked to the Children's Trust priorities noted above.

4.2.2 Social Work Matters

In September 2013, after extensive consultation with social care staff and with partners agencies Southwark Social Care published *Social Work Matters* which set out a vision for social work in Southwark. Social Work Matters is a whole system transformation programme. It builds on the good social work practice already taking in place in Southwark, developing a more reflective and systemic approach through creating Practice Groups. A robust project management approach has been used to manage the change process incrementally.

During 2013/4 the SSCB scrutinised Social Work Matters plans and will continue to monitor the roll-out of the changes and develop plans for monitoring impact in 2014/5. It is intended that the impact of the changes will be externally evaluated.

4.2.3 Signs of Safety

Signs of Safety provides a framework for social work practice and for partner agencies. It is a strengths-based approach to working with families, understanding cases and planning for children's safety and welfare. It involves child and parent focused approach to understanding issues and working out what works well and what needs to change. This helps all agencies to be child and family centred.

Signs of Safety is used in Southwark in Child Protection Conferences but also in day to day practice by social workers assessing risk and in reflective supervision Audits undertaken in 2013/4 indicated that Signs of Safety is assisting with:

- Increased engagement and satisfaction from parents
- Better identification of risk
- More transparent and focused child protection planning.
- Increased confidence of social workers and other professionals

In 2014, Ofsted's Thematic Inspection found that the Signs of Safety approach had been widely embedded in practice. In 2014/5 Signs of Safety will be used to further develop outcome-focused care planning.

4.3 Early Help

Some key early help facts for 2013/4 are noted below:

Early Help Key Facts 2013/4

- The latest DfE figures of rates of pupil absence for Southwark schools (primary, secondary and special schools including academies and free schools) show that overall absence from schools in Southwark at 4.8% is now lower than the national average and on a par with the London average. Rates of persistent absence have also declined by 0.6%.
- Primary permanent exclusions remain at ZERO for the 7th consecutive year and fixed term exclusions are declining with over half of primary schools reporting ZERO fixed term exclusions.
- Secondary permanent exclusions are similarly low with an emphasis placed on managed moves as part of the In-Year Fair Access Strategy.
- There was an increase in the number of Common Assessments (CAFs) completed from 2,276 in 2012/3 to 2,830 in 2013/4.
- There was an increase in referrals to Early Help – 2,144 during 2013/14 in comparison to 1,664 during 2012/13. There was, meanwhile, a decrease in referrals to Children’s Social Care from 3,450 in 2012/3 to 3,165 in 2013/14. Work is being undertaken to understand these figures and the relationship between increased Early Help referrals and lower referrals into Social Care.
- 136 cases were logged as ‘step downs’ from children’s social care to early help.
- Over 1,000 children have benefitted from a place in early years provision as part of the National 2 Year Old Offer.
- The take up of free early learning by 3 and 4 year olds has improved from 83% in 2012 to 88% in 2013 narrowing the gap with Inner London and national take up.
- The highest number of referrals for the Early Help Service were from schools (70%) with nearly half of referrals for children under 5 (45%), a further 43% in the primary school age range (5 to 11) and 12% in the secondary school age range (12 -19).
- A survey of parents using Children’s Centres was undertaken in June 2013, with 2,500 respondents. Findings included:
 - 97% of parents judged their overall experience of Children’s Centres as Good or Excellent.
 - 90% reported that contact with Children’s Centre had made them a more confident parent.
 - 94% that it improved their understanding of how their children learn and develop.

The SSCB scrutinised Early help during 2013/4 and the Independent Chair challenged all agencies to consider whether services needed to be re-modelled in order to further improve performance and outcomes. This work – now called Families Matter – is being progressed in 2014/5. Families Matter will build on the strengths of the Council’s Early Help Service and of the work led by the Family Focus Team which is part of the local response to the national Troubled Families initiative. The aim is to develop a better co-ordinated response to the needs of vulnerable children and their families. Further information on Early Help and the Southwark response to Troubled Families can be found below.

Southwark Early Help Service

Comments from parents on the early help received:

- *'I had postnatal depression... this centre made me feel safe and welcomed and was the only real reason I left the house'*
- *'My eldest came here and had Autism and was mute. Staff here helped him to talk and communicate'*
- *'By coming here our very shy son learns how to interact with other children and feel more confident. A great place to play at weekends with other dads.'*

During 2013/14 the Early Help Service continued to develop and embed multi-professional and multi-agency practice to support vulnerable children and their families. An external mock inspection of the service resulted in a judgment of 'at least good' recognising that the service is well led and well regarded by service users who value the support of knowledgeable teams of professionals.

The Early Help Teams focus strongly on the impact that their work is having on children and families and a monitoring cycle has been developed which enables progress to be analysed. The quality of casework is audited on a regular basis taking into account responsiveness, how well delivery plans are matched to need and how drift, delay and avoidance are tackled. The analysis of case work impact is rated (red, amber, green) and a consistent pattern is emerging where there is swift movement from red to amber and then a slowing down as support is consolidated ultimately resulting in positive outcomes for the majority of cases. This approach to casework is a powerful management tool as the pattern of the progress of individual cases is visually very clear and enables appropriate questions to be asked and timely decisions to be made.

Further evidence of impact is captured through qualitative reports from service users.

Positive response from schools have included:

- *'I feel the Early Help model is working for us.....; not least because of the very clear structure and names and contact details for the various roles. The opportunity to meet with our Early Help team leader and our Education Welfare Officer on a face to face basis in school is invaluable. The history of attendance at our school has not been good but, with the rigorous support of our Educational Welfare Officer we are finally turning the tide.....Furthermore, whenever we have phoned for advice or signposting, we have received the necessary information'*
- *'....we have been really pleased with the service, have met a large number of the team who have responded to our invites to come and support our work in school, and we feel pleased that all CAFs are now resulting in something happening. Well done you all for pulling this together it does feel much more connected and that there is a support net for those families who don't quite meet [social care] thresholds.'*

Southwark's response to the national Troubled Families initiative is also part of the Early Help offer as many of the families who meeting the national criteria do not meet social care thresholds for receiving and assessment and services. Information on Troubled Families can be found below.

Troubled Families

In 2013/4 there was a coordinated offer of family focused support for families who met the national criteria. The Family Focus Plus team includes family therapy, adult mental health, education welfare and a nurse practitioner. The team also draws on a virtual professional network including youth offending, employment advisers and early help teams as well as bespoke provision commissioned from the local voluntary sector including Family Action and St Giles Trust.

Through the programme, agencies are building an infrastructure of effective support, which is actively reducing risk by providing an opportunity to work differently with families to ensure outcomes improve from the point at which they first engage with local services. An Ofsted thematic inspection of the Youth Offending Team's involvement found strong practice, a coordinated strategic approach, and highly positive service user feedback. Although recognising that further work is needed to ensure outcomes are always specific and focused, the inspector praised the flexible, comprehensive interventions and whole-family approach employed, as well as the high profile of health involvement and the strong working relationship between the youth offending and looked after children services.

4.4 The Multi-Agency Safeguarding Hub (MASH)

Southwark's MASH became fully operational on 23rd September 2013. The MASH involves 14 agencies/services. This will increase in 2014/5.

Five core agencies are involved in the MASH:

MASH core agencies
Social Care, Police, Education, Health and Housing.

In addition there is involvement from another 9 agencies/services:

Other agencies/services involved with the MASH
Probation, Early Help, Specialist Family Focus, Mental Health, YOS, Adult Social Care, Pre-Birth Service, DV Victim Support, Hidden Harm and Substance Misuse.

Many agencies are co-located in the MASH while others are virtual participants. A bespoke referral and information management system (MAISy) enables real-time tracking of individual contacts as they progress through the MASH according to their RAG status. A Duty Social Work Manager oversees the MASH process and makes decisions regarding next steps.

An external review of initial access arrangements including the MASH took place in March 2014. The table below summarises the positive findings and areas for development.

External review of initial access arrangements including the MASH	
Positives	Areas for Development
<ul style="list-style-type: none"> • Evidence of child centred practice. • Morale good. • Caseloads manageable. • Supervision is regular. • Pathways are clear. • Good recording and decision making from managers on S47s. • MAISy is an effective tracking tool. 	<ul style="list-style-type: none"> • Improved performance management and analysis of data. • More focus on outcomes. • More analysis on reasons for re-referrals. • Supervision policy to include frequency of supervision. • More involvement of CAMHS in the MASH and improved participation of Housing.

4.5 SSCB work on neglect

In 2013/4 the SSCB prioritised work on neglect. This work included initial exploration of key neglect issues by the Board, and neglect was the focus of the SSCB annual conference in January 2014. Multi-agency audits focussing on neglect were undertaken, as were thematic workshops and action learning sets. Further work will be taking place in 2014/5 including analysing the impact of the action taken in 2013/4 and a specific JSNA on neglect being led by Public Health. The work on neglect led to Families Matter which is Southwark's response to ensuring that the right children and young people get the right service as soon as they need it. This will lead to the integration of a range of services to create a whole systems approach to tackle neglect, building on the strengths of the Early Help service referred to above in section 4.3

Information on the January 2014 SSCB conference on neglect is noted below.

January 2014 – SSCB Conference on Neglect

Southwark Safeguarding Children Board hosted their annual conference in January 2014. The focus was **Neglect Matters - *Working together to assess, prevent and remedy the impact of neglect.***

Key speakers included Prof. David Shemmings (Kent University), Ruth Gardner (NSPCC & University of East Anglia); and Dr Hilary Cass (President of Royal College of Paediatrics and Child Health). There was also a theatre production which illustrated what neglect means to children and young people.

Workshops at the conference covered aspects of assessment of neglect in the child's developmental age, dentistry, obesity, learning lessons from local audit and working with parents with personality disorder.

Two hundred delegates attended and the feedback was positive. The good representation from different agencies and the contributions by the speakers were highlighted in the feedback. Choosing neglect as the main theme was timely and relevant.

Observations from delegates included:

...‘great that a ‘much neglected’ topic is getting a higher profile. Highlights the need for better interagency communication...’

‘I was looking for answers and came away with questions.....’

Twitter was used to collect live feedback from the audience and for a few weeks after this.

The conference acted as a catalyst for a number of changes which will improve the response to neglect issues in Southwark. These are summarised below.

Delegates called for:	The response
More training on working with parents who have a personality disorder.	SSCB training commissioned for working with hard to reach families
More emphasis on how we support health needs of vulnerable young people.	Health have increased resources for looked after children's services.
Obesity task force to assess children in Southwark.	Public health are leading a work stream and new initiatives have been planned.
Improved engagement with GPs.	GPs held a protected learning event exploring neglect.
Improvements in early intervention, including information regarding access, promotion as a supportive service, including feedback.	Families Matter programme initiated.

4.6 Child Protection

4.6.1 Key facts child protection as at 31st March 2014

As at 31st March 2014, 327 children and young people were the subject of a child protection plan. This represents a significant increase from 31st March 2013 when 272 children were the subject of a child protection plan. As was noted above in section 4.1 this equates to a comparatively high rate of children with a child protection plan.

However, during 2013/4 numbers involved in child protection processes for example Section 47 enquiries and initial child protection conferences were comparatively low. This is illustrated in the table below. There could be a number of reasons for this. For example it could indicate that children and young people are not necessarily involved in child protection processes. Or, when considered with the comparatively high child protection plan numbers it might mean child protection thresholds are too low and/or that multi-agency challenge is not as affective as it could be. There might be other reasons and these issues will be explored in 2014/5. Performance on the timeliness of ICPCs has improved and now exceeds averages for London and statistical neighbours.

CPP Plans and Processes	2011/12	2012/3	2013/4	Statistical neighbour average 2012/13	London average 2012/13	English average 2012/3
Rate per 10,000 S47s started	143.6	121.9	106.1	136.5	107	111.5
Rate per 10,000 ICPCs	53.7	56.2	56.1	57	46.7	52.7
% conferenced but no CPP	8%	13%	4%	15%	15%	12%
ICPCs within 15 days of start of S47 enq (working days)	35%	49%	73%	63%	65%	70%

The table below outlines the length of time children and young people are subject to a child protection plan as a percentage of all plans ending in that year. In 2011/2 and 2012/3 a significantly higher percentage of children and young people remained at risk of significant harm for over 2 years or more. In

2013/4 this figure reduced. This is positive. During the year, 282 children ceased to be subject to a Child Protection Plan – representing a rate of 46.2 per 10,000. This is a slight reduction compared to the previous year's figure (49.6) but remains broadly in line with the average for Southwark's statistical neighbours (48.3 per 10,000).

CPP Plans ending	2011/12	2012/3	2013/4	Statistical neighbour average 2012/13	London average 2012/13	English average 2012/3
% CP plans ending under 3 months	26%	17%	13%	16%	17%	19%
% CP plan ending 3 to 6 months	14%	6%	9%	11%	10%	10%
% CP plans ending 6 month to 1 year (cumulative year to date)	26%	34%	40%	37%	37%	39%
% CP plans ending 1 year to 2 years (cumulative year to date)	21%	27%	34%	27%	29%	26%
% CP plans ending over 2 years (cumulative year to date)	13%	16%	4%	9%	8%	5%
Number ceasing CPP (cumulative year to date)	309	293	282	n/a	n/a	n/a
Rate per 10,000 ceasing CPP during the year	52.3	49.6	46.2	48.3	39.8	46.2

In 2014/5 the SSCB will continue to monitor the length of time child protection plans are in place and in addition monitor the number and percentage of children who are the subject of a child protection plan for a second or subsequent time. In 2013/4 there were no (zero) children and young people were subject to a child protection plan within 2 years of a previous plan. 14 children and young people became subject of a plan for a second time. Further analysis will take place on the reasons for repeat child protection plans.

4.6.2 Female Genital Mutilation (FGM)

The incidence of FGM is higher in certain African, Middle Eastern and Asian populations, notably Somali, Kenyan, Sudanese, Sierra Leonean, Egyptian, Nigerian, Eritrean, Yemeni, Kurdish and Indonesian communities. Southwark is known to be home to a relatively large number of children and young people from some of these communities, as indicated in the 2011 Census. As a consequence FGM is a high priority issue for the SSCB. In 2013/4 initial work took place jointly between Southwark Council, Lambeth Council and local hospitals. The initial work focused on exploring why there had been so few health and social care referrals relating to FGM. Findings were inconclusive as the work revealed difficulties in accessing data and information. "Tackling FGM in the UK", the intercollegiate recommendations for identifying, recording and reporting published by the Royal College of Midwives, provides useful guidance which will be considered by the SSCB in 2014/5.

4.6.3 Missing from home, care or school

Under the leadership of the SSCB, the local protocol on children and young people missing from home care or school has been updated and revised guidance was distributed early in 2014. Key performance indicators on missing from home, care or school have been added to the SSCB data dashboard.

Audits have found good joint working including risk assessments and increased use of return home interviews, which are commissioned from the voluntary sector. During 2013/4 the local Children in Care

Council, Speakerbox, began a research project to explore the reasons young people run away, including interviewing those living in residential homes who have run away.

4.6.4 Private Fostering

During 2013/4 the SSCB received the Private Fostering Annual Report for 2012/3. This assisted the SSCB to assess whether all agencies were working well together to ensure that privately fostered children are being appropriately safeguarded. The Annual Report highlighted work which had taken place on raising awareness, assessing private foster carers and providing advice and support.

The SSCB noted that there had been an increase in private fostering notifications from 37 in 2010/11 to 45 in 2012/3. However, the 2012/3 figure of 45 notifications was still well below the 77 notifications received in 2010/11. In response the SSCB decided to scrutinise private fostering more closely including ensuring all agencies were raising awareness about the need to notify the local authority about private fostering arrangements. A Private Fostering Panel was established in 2013/14. This reviews notifications of private fostering, and acts as a critical friend to the process. It has also had a quality assurance role and has been responsible for ensuring statutory responsibilities were correctly discharged. In some cases, the panel identified neglectful care within PF arrangements.

The SSCB now receives regular Private Fostering reports. 2013/14 data shows a marked reduction in the number of private fostering notifications, dipping below the comparator figure for statistical neighbours. In previous years, Southwark had received considerably more private fostering notifications than averages for England, London and statistical neighbours, as illustrated in the table below.

During 2014/5 a multi-agency Private Fostering Action Plan is being developed. This is being managed by the Private Fostering Steering Group. Further work will be taking place to increase awareness of Private Fostering arrangements. It is anticipated that notifications will increase.

Private Fostering Indicator	2011/12	2012/13	2013/14	Stat neighbour average (2012/13)	London average (2012/13)	England average (2012/13)
Number of PF notifications	36	43	17	N/a	N/a	N/a
Rate of PF notifications per 10,000 age 0-17	6.1	7.6	2.7	3.9	2.3	2.6

4.7 Looked after children

4.7.1 Key facts on Children in Care in Southwark at 31st March 2014

- At 31st March 2014 there were 550 children looked after by Southwark, a slight decrease from 2013 when there were 565 children looked after. This equates to a 92.5 children looked after per 10,000 of population at 31st March 2014, significantly higher than the statistical neighbour (72) and national rates (60) from 31st March 2013. The rate of children who started to be looked after declined from 52.3 per 10,000 to 41.7 per 10,000.

- 23.1% (122 children) were placed more than 20 miles from home. This is higher than statistical neighbour and London average figures and represents an increase compared to the previous year.
- 66.4% (365 children) were placed outside of Southwark's boundaries.
- 10% - 55 young people were placed in residential settings (DfE definition).
- 70% - 386 children were placed with foster families who are not family or friends. 66% of these children were placed out of borough.
- In 2013/14 273 children ceased to be looked after. Of these, 33 children were adopted and 21 children ceased being looked after under Special Guardianship Orders.
- 13% of children looked after had three or more placements during the year (short-term stability). This is in line with previous' years performance and very slightly above average.
- Indicators for long term stability continue to lag behind averages for England, London and statistical neighbours.
- 93% of CLA reviews were held on time (compared to 95.5% the previous year). 96.8% of CLA participated in their reviews.

CLA indicators	2011/12	2012/3	2013/4	Statistical neighbour average 2012/13	London average 2012/13	English average 2012/3
Number of children looked after	552	565	550	n/a	n/a	n/a
Children looked after rate per 10,000	93.5	95.7	90.0	72	55	60
Number of children starting to be looked after	274	309	255	n/a	n/a	n/a
Rate per 10,000 children who started to be looked after (at end of period)	46.4	52.3	41.7	n/a	n/a	n/a
Number of children who ceased to be looked after (cumulative year to date)	244	303	273	n/a	n/a	n/a
Rate per 10,000 of children who ceased to be looked after	41.0	50.9	44.7	n/a	n/a	n/a
% of CLA at end of the period placed more than 20 miles from home	17%	17%	23%	18%	13%	18%

4.7.2 Outcomes for looked after children and care leavers

Outcomes for looked after children have been sustained, with children and young people experiencing good health and education when compared with other local authorities as a result of concerted partnership prioritisation and action. For example, 42% of looked after children in the relevant year group cohort achieved 5 A*-C GCSE in 2013 which places Southwark in the top quartile nationally. Ambitions for looked after children locally are much higher than this, and efforts will continue for even better outcomes in forthcoming years.

There is also good performance on the proportion of young people in care and care leavers moving into education, employment and training (EET). Young people can access a wide range of support options, including apprenticeships, university support, coaching, drop-in services, Connexions, Southwark Works and training. Care leavers are also well supported to make a positive contribution and achieve independence, for example through a guaranteed secure tenancy, free leisure access locally and a wide range of arts and cultural activities.

The council's Corporate Parenting Committee provides active leadership and management. Priorities in 2013/4 included developing a life chances strategy and supporting the integration of council and partner services for looked after children and care leavers.

Audits found housing and care leaver support to be good. The rate of young people in suitable accommodation is on a par with statistical and London neighbours. Personal Advisers are seen as providing strong support, particularly around issues such as benefits. Keeping in touch rates are very high, at nearly double the England and London average.

4.7.3 Adoption

During 2013/14 the drive to improve permanency included significant improvement to the adoption service, processes and offer to families. In combination with enhanced marketing, outreach and support packages, performance locally has improved with more adopters, matches and adoptions and better timeliness as the impact of the additional service capacity and new processes has been realised. The number of placement orders granted, for example, is now above London and statistical neighbours and in line with the England average.

It is recognised, however, that more work is required to further improve timeliness in order to achieve DfE thresholds and to reduce the number of children awaiting adoption, which remains high. Priorities include addressing the barriers to adoption and investing in and implementing more robust case management. This includes the development of methodical tracking to better monitor case progress, particularly harder-to-place cases, and the greater use of concurrent planning and fostering for adoption.

4.7.4 Stability of LAC Placements

Performance on LAC short and long term stability has declined over the last 2 years. In 2011/12 12.7% of children looked after experienced 3 or more moves in a year. This increased to 13.6% in 2012/13 and to 14.1% in 2013/4. Long term stability decreased from 66.1% in 2012/3, to 62.6% the next year and to 59.9% in 2013/4.

In 2013/4 the SSCB began some in-depth analysis which found that young people aged 11 to 13 years are more likely to have unstable placements. Short-term stability declines have also been driven by adolescents with multiple placement breakdown. Other white ethnic groups are also over-represented, with, conversely, white British, black African and black Caribbean children and young people more likely to be in a stable placement as are children with a disability.

Analysis of children and young people's circumstances where there is placement instability shows a high complexity of need, with significant levels of special educational needs and trauma particularly among the late teens. These children are more likely to need education or mental health interventions, and are more likely to be moved because of challenging, indeed often violent, sexualised and/or offending behaviour. This work is continuing into 2014/5 and work is planned on:

- exploring the impact of schooling on stability, including special educational needs,
- further audits,
- Speakerbox leading visits and interviews with young people placed out of borough to ensure their views and needs inform service planning and redesign proposals.

In 2013/4 work also took place on children placed out of borough. This included the Children's Rights officer visiting residential settings and producing a video of young people's views which was presented to the Corporate Parenting Committee.

CLA stability indicators	2011/12	2012/3	2013/4	Statistical neighbour average 2012/13	London average 2012/13	English average 2012/3
% CLA with 3+ placements during the year (short term stability)	12.7%	13.6%	13.0%	12%	11%	12%
% CLA at end of period who have been looked after continuously for 2.5+ years who were living in the same placement for 2+ years, or are placed for adoption at end of reporting period (long term stability)	66.1%	62.6%	59.9%	69%	69%	67%

4.8 Child Sexual Exploitation (CSE)

During 2013/4 there was considerable multi-agency action on understanding, raising awareness, preventing and dealing with Child Sexual Exploitation. This included the following:

- Strengthening activity on CSE perpetrators. A Southwark Detective Inspector will be joining the new pan-London CSE enforcement unit. The focus will include how local best practice 'anti-gangs' work can support improved intelligence gathering and sharing.
- A monthly multi-agency sexual exploitation (MASE) panel takes place. Future work includes ensuring the MASE process accommodates the Metropolitan Police's new pan-London CSE protocol, which has multi-agency commitment.
- Step-B research highlighted the actions being taken by all partners and highlighted multi-agency buy-in and robust, timely early identification and response through the MASH
- The SSCB established a Child Sexual Exploitation sub-group which is leading on developing a multi-agency Child Sexual Exploitation strategy and operating model which encompass prevention through to rehabilitation with a tiered approach to intervention.

An intelligence gathering exercise took place, under the auspices of the CSE subgroup, to build a profile of children and young people who were identified as victims or at risk of sexual exploitation. This exercise, involving several agencies across the partnership, identified 98 children, who were then risk-assessed according to an agreed framework. Arrangements for the referral and recording of (suspected) CSE have also been tightened, enabling the police and social care to maintain accurate data via the MASH.

4.9 Health Agencies and Safeguarding

NB: The health sector in Southwark comprises Kings College Hospital NHS Foundation Trust, Guy's and St Thomas NHS Foundation Trust,, South London and Maudsley NHS Foundation Trust, Southwark Clinical Commissioning Group and Public Health.

During 2013/4 the health sector in Southwark maintained safeguarding as a priority whilst successfully navigating the NHS structural changes which gave responsibility for elements of health commissioning to primary care clinicians. Southwark CCG has been authorised by NHS Commissioning Board and has been operating as a statutory body since April 2013.

Positive developments and impact during 2013/4 included:

- There was very strong engagement from health and GPs at the SSCB Neglect Conference in January 2014, including a keynote address by a clinician.

- Appointment of a Named GP for Safeguarding which led to a number of positive impacts including a very good (82%) response to GP safeguarding audits, consolidation of safeguarding information for GPs, improved data coding and gathering, and particularly successful Protected Learning led by the Named GP in partnership with social care.
- Safeguarding Children standards were updated and are now included in contracts with main providers.
- The Lambeth and Southwark Child Death Overview Panel (CDOP) was reviewed and new processes to improve communication and learning are in place. The splitting of the CDOP – (which continues to operate on a bi-borough basis across the two hospital Trusts) into neonates and other children was embedded and the backlog of cases reduced. Meetings are now more focussed and strategies for disseminating learning have been sharpened, with notable successes, for example in the provision of defibrillators in schools. See 5.7.1 for further information.
- Progress has been made in ensuring the views of children and young people are heard and considered in the planning and development of health safeguarding services. This has included focus groups with Speakerbox and consulting care leavers' preferences about access to their health information. A process is now in place to include the views of young people and carers, through interviews and discussions, as part of multi-agency case audits.
- Additional funding for a LAC nurse and administrative support.
- CCG commissioning advice has been provided to ensure the range of services commissioned by CCG takes account of the need to safeguard and promote the welfare of vulnerable children. There were specific instances of improved safeguarding practice within health services, such as the exemption of children from charging for anti-malarial medication.
- A Health and Safeguarding sub group of the SSCB was established.

Areas for Development in the health economy for 2013/14

- To develop safeguarding children links with accountability frameworks for safeguarding with NHS England in order to ensure that safeguarding remains joined up within the NHS and within our local area.
- To ensure children, young people and families have their health needs met at the earliest possible stage and to engage closely on the multi-agency Families Matter agenda.
- To work with NHS England to promote best quality safeguarding practice within General Practice, including training, information sharing and promoting early help for families.
- To ensure health service planning and developments consider the views of children and young people.
- To continue to promote a multi-agency integration of safeguarding services utilising MASH and MARAC channels.
- To strengthen the safeguarding of young people through transition into adult services by developing a safeguarding vulnerable people approach to working with families. This will involve a TAC approach in the Transition team.
- Continue to work collaboratively with health provider organisations to ensure a more joined up approach is achieved in caring for vulnerable groups within the community.
- Continue to develop the work initiated with GP Practices in Southwark to support and advise on safeguarding children including safeguarding audit action plans and the key issues identified nationally on neglect, domestic abuse, serious youth violence, child sexual exploitation and the vulnerability of Looked After Children.

4.10 Learning and development

4.10.1 Learning and Improvement Framework

During 2013/4 the SSCB agreed a Learning and Improvement Framework which outlines the approach to Serious Case reviews and other types of learning.

4.10.2 Serious Case Reviews

In March a serious case review panel was held and a decision taken to commission a Serious Case Review using the SCR methodology developed by the Welsh Government and outlined in "*Protecting Children in Wales: Guidance for arrangements for multi agency child practice reviews.*" This was the first SCR undertaken since 2010.

Also in March the Department for Education asked Southwark to participate in an investigation into a historical allegation into one of the Council's children's homes. This work has been completed and the outcome will be published by the Department for Education.

4.10.3 Management Reviews

Management reviews are undertaken in cases where an incident of concern affects a child but the case does not fit the SCR criteria outlined in Working Together.

In 2013/4 a management review was completed in order to learn lessons from a case where a young person was seriously sexually assaulted.

The Board commissioned a thematic review of 7 cases where management reviews had been completed over the previous four years. The themes emerging informed the focus on private fostering, children missing from home and care and emphasised the potential vulnerability of some adolescents.

4.10.4 Multi-agency audits

In 2013/4 multi-agency audits took place on:

- Agency responses to children exhibiting sexually harmful behaviour (SHB)
- Effectiveness of work undertaken by the Family Focus Team
- Understanding the experience of young people who go missing from care

Consolidating learning from these audits is a key task for 2014/15, to be overseen by the Audit & Learning subgroup.

4.10.5 Sharing learning from single agency audits

In future the Audit and Learning Sub-group will take an overview of the single agency audits programme in partner agencies. This approach will be strengthened by the appointment of an independent chair to the audit and learning sub group.

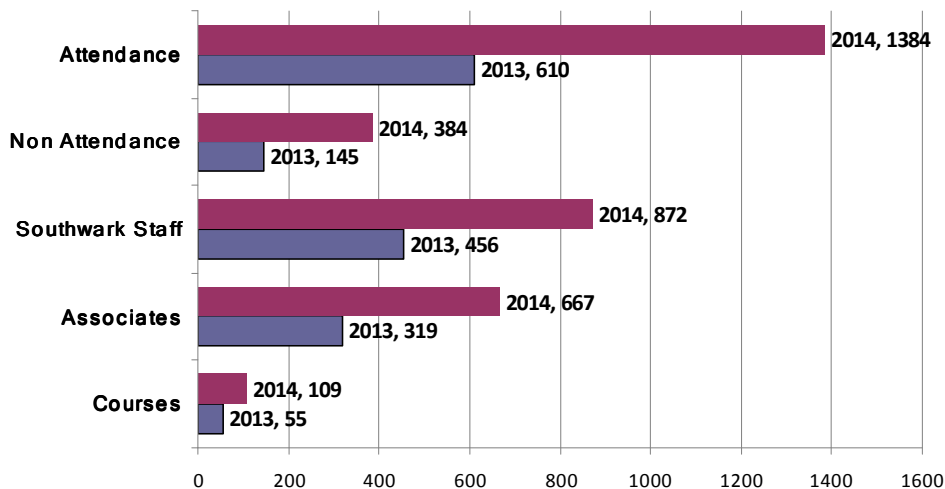
4.10.6 Training Programme

The training programme included at Appendix 3 sets out the safeguarding children's courses accessed through the on-line portal, 'My Learning Source'.

An evaluation, comparing the previous year with April 2013 - March 2014, identified significant improvements. Training highlights for the year included:

- Attendance improved by 56% in 2013/2014.
- There was a 50% increase in the number of courses available.
- Booking figures has increased by 49% from last year.
- There are 2,716 Associates now registered on My Learning Source.
- The SSCB has continued to provide a wide programme of safeguarding training which includes basic safeguarding and other courses such as training on learning from serious case reviews and specialist courses such as “The art of difficult conversation in child protection.”
- Participants report an 81% positive impact evaluation.

Comparing April to March – 2012/13 to 2013/14



However, non-attendance was also higher. The increase was proportional to the rise in attendance figures (62%). The Organisational Development team plan to address this issue in 2014/5. This will involve engagement with managers and considering more direct action to recover the cost of non-attendance.

A review of all training materials started in 2013/4. This is continuing into 2014/15. Feedback will be provided through the Practice Development and Training sub group.

Providers met with the SSCB development manager and the chair of the Practice Development and Training sub group in December 2013 in order to look at best practice examples of training courses and how providers could be supported to ensure they reflect local learning from audits and management reviews. Providers and the sub-group chair will meet annually to review and plan training.

The SSCB has arrangements in place for 2014/15 for the quality assurance of training providers, who will all be awarded an Ofsted-style judgement.

4.10.7 My Safeguarding Newsletter

My Safeguarding Newsletter was launched in October 2013. The newsletter is produced 3 times a year and is sent to all agencies. The newsletter will update partners on emerging local and national issues in safeguarding, learning opportunities and new developments in practice.

4.10.8 Southwark Safeguarding Children Board: Lunch time learning

In March the lunchtime learning sessions reflected on lessons from an audit on children at risk of peer to peer sexual exploitation. These sessions are planned bi- monthly covering contemporary topics such as Female Genital Mutilation, neglect and dentistry in children.

5. SSCB Governance arrangements and activity

5.1 Summary of governance positives and areas for development

This section focuses on SSCB governance arrangements and activity during 2013/4. It includes information on the following:

- 5.2 Participation of children and young people in the work of the SSCB
- 5.3 SSCB governance and membership
- 5.4 SSCB Performance Dashboard
- 5.5 Links with other key strategic groups
- 5.6 SSCB Budget
- 5.7 Links with other key strategic groups
- 5.8 Work of the SSCB sub-groups

5.2 Participation of children and young people in with work of the SSCB

The best way to protect children and young people is to listen to them and engage positively with them so that they can help us improve our safeguarding work. The participation of children and young people has developed over this year and included the following initiatives:

- Key messages being shared with children and young people on keeping safe.
- Consulting with young people on their understanding of neglect and child sexual exploitation and what young people think will keep them safe. Children and young people's views were included in a DVD on CSE. This ensures that a wide range of leaders and practitioners can hear and understand children and young people's views on CSE.
- Involving young people in the SSCB annual conference.
- Speakerbox, the local children in care council, has long-established relationships with the SSCB. This includes meetings between Speakerbox members and the Independent Chair.
- In 2013/4 the SSCB heard concerns directly from children in care and care leavers about preparations for independence and the quality of their accommodation. As a result of SSCB scrutiny, a care leavers group within Speakerbox has been established.
- As the reporting year ended the Board was planning a formal child engagement project to enable young people to meet with the SSCB.

5.3 SSCB governance and membership

The governance arrangements for the SSCB were reviewed following publication of Working Together (2013). The Board was strengthened over the year with a newly appointed independent chair who reviewed the overall structure and organisation of the Board. During 2013/4 there were 3 meetings of the Main SSCB partnership Board and 6 meetings of the Executive Board. The board has engagement from the required agencies. A full membership list can be found at Appendix 2.

The Independent Chair met regularly with the Council Chief Executive and Strategic Director of Children's and Adults' services and met with the Cabinet Member for children. The Lead Member attends Board meetings and the Education and Children's Scrutiny Subcommittee scrutinises the Annual Report.

Following a community safeguarding survey and forum last summer an initial community engagement meeting took place, as forerunner to a creating a Community Engagement sub group.

5.4 SSCB Performance Dashboard

In June 2013 the SSCB considered a report which noted improvements needed to SSCB performance reporting arrangements. This led to the development of an SSCB Performance Dashboard. This includes outcomes measures as well as key safeguarding and child protection performance indicators on activity, thresholds and quality. Further work is planned to ensure that the dashboard reflects key safeguarding performance indicators from all agencies.

5.5 Links with other key strategic groups

During the year a protocol was developed between the Health and Wellbeing Board and the SSCB. The SSCB Independent Chair held meetings with the Independent Chair of the Adults Safeguarding Board. The Children's Trust includes a standing agenda item on the work of the SSCB. In 2013 there was an annual health executive meeting held jointly with Lambeth safeguarding children Board.

5.6 SSCB Budget

The SSCB receives financial contributions from a number of agencies and other forms of in-kind support. As at 2013/14, financial contributions were as follows:

London Borough of Southwark	50,000
Southwark CCG	20,000
South London and Maudsley NHS Trust	5,000
Probation Service	2,000
Met Police	5,000
CAFCASS	550
London Borough of Lambeth (CDOP Administration)	5,000
Total GBP	87,550

SSCB income and expenditure in 2013/4 is outlined in the table below. This includes the recruitment costs for the Independent Chair. Expenditure on training, on Child Death Reviews and Serious Case Reviews is not reflected in these figures. The SSCB has agreed to maintain a reserve which is carried forward.

Income and expenditure 2013/14

Income 2013/14 (GBP)		Expenditure 2013/14 (GBP)	
Brought forward	107,474.00	Board administrator	39,538.97
Cafcass	550.00	Catering Board meetings	175.00
Inner London Probation	2,000.00	Hotel accommodation/travel for chair	1,774.00
London Council	5,000.00	Independent chair (1)	3,710.73
London Borough Lambeth	5,000.00	Hotel accommodation (Chair 1)	1,774.45
London Borough Southwark	50,000.00	Independent chair (2)	23,020.00

Slam	5,000.00	Independent author for management review	5,398.30
Southwark NHS	20,000.00	Independent author for management review	3,412.50
Training recoupment	1,400.00	Policy officer	47,285.85
		Printing	494.00
Total income	196,424.00	Room hire	503.00
		Recruitment costs	11,400.00
		Training	1,075.00
		IT	300.00
		Total expenditure	138,087.80
		Carried over 14/15	58,336.20

5.7 Work of the SSCB sub-groups

At the start of 2013/4 there were 7 subgroups:

- Audit and Learning
- Human Resources and Safeguarding
- Practice Development and Training
- Serious Case Review
- Child Sexual Exploitation
- Child Death Overview Panel
- Designated, Named and Lead Professionals Group

During the year, new subgroups were established for Education, Health and Community Engagement.

The chairs of each subgroup meet three times a year with the SSCB chair in order to report back on their activity and to facilitate open communication between the subgroups. The work of the subgroups is planned in these joint meetings with the Independent Chair.

In addition the Council's Head of Quality Assurance reports regularly on child protection, the local authority designated officer (LADO) activity and on children missing from home and care.

5.7.1 The Child Death Overview Process

Following a review and streamlining of its processes, the Child Death Overview panel has successfully reduced its backlog and continues to work together with Lambeth in this area of work.

1. *Overview of CDOP Operation in Lambeth and Southwark*

Cases reviewed:

- 70 cases were reviewed by the Child & Neonatal Death Overview panels in 2013/2014 financial year:
 - 32 cases were reviewed by the Neonatal death overview panel (NDOP) and 38 cases were reviewed by the Children's Death Overview Panel (CDOP)
 - 27 cases involved deaths in 2013/14, the remaining 43 cases were in 2009 - 2013.
- 47 (67%) cases were <1 year old; 37 (53%) were males; 19 (27%) cases were Black African, then other Black Ethnicity, other White, and white British.
- There were 33 outstanding cases as of the end of the year (Southwark 14, Lambeth 19)

Deaths reported:

- 63 in the 2013/2014 financial year (42 neonatal deaths and 21 child deaths).

2. Southwark cases reviewed

- 30 Southwark cases were reviewed in this financial year with 20 (67%) deaths occurring within an acute hospital setting.
- The most common classification of death was neonatal death (18; 60%) followed by life limiting conditions and fire & burns.
- 17 (57%) cases had modifiable factors.
- Deaths reported: 37 comprising 25 neonates and 12 children.

3. Recommendations from this Annual Report

Youth Violence including Gang Activity – this remains a yearly theme. A public health approach is needed to include addressing norms and attitudes to violence amongst young people, parents and others, strengthening the role of schools, and reducing risks in the night time economy.

Road/Traffic Safety & Awareness – Better awareness of road safety for children and young people in schools and related settings, traffic calming, road speed and driver training is required.

Hospital Staffing – Hospitals should review capacity and availability of midwifery staff to meet the needs of the increased birth rate and increased complexity of cases.

4. Progress on recommendations from 2012-2013 Annual Report

- School health improvement: actions done include the school nurse review, the Southwark Schools' Healthy Lives programme, and the Evelina Child Health programme.
- Youth violence: Lambeth's public health approach to violence is informing its Serious Violence strategy and has been to the Health and Wellbeing Board.
- Housing (unintentional injuries prevention): work with both boroughs is underway and an awareness workshop for Housing staff commences this year.
- Sudden Infant Death Syndrome and co-sleeping: advice and awareness sessions to reduce the risk of SIDS and infant mortality are in place for a variety of CYP stakeholders.

5.8 2013/4 Section 11 Audit

The 2013/14 Section 11 process involved each agency completing an audit using an agreed template. A report analysing strengths and weaknesses was presented to the SSCB. A summary of strengths and areas for development can be found in the table below.

Going forwards the agreed methodology for 2014/5 is for a challenge panel to be developed. This panel of senior officers will scrutinise the single agency reports based and an overview report will be presented to the SSCB.

Strengths	Areas for development
<ul style="list-style-type: none"> • Safer recruitment is well established in all agencies and the changes brought in the Disclosure and Barring Service were effectively adopted. • Agencies are ensuring lessons from SCRs and CDOP are disseminated. • Engagement with safeguarding training is good across the system. • Health reports detailed a commitment to audit and showed a strong cycle of listening to critiques on the service and analysing issues. • Agencies showed strong leadership in ensuring safeguarding children remained a priority during significant organisational changes. • Agencies have a clear reporting framework for safeguarding with health providers demonstrating strong practice in this area. • Each agency has clear and updated policy for responding to allegations against staff or volunteers which has been updated to meet new Working Together requirements. • Strong evidence suggesting good governance arrangements in place across all organisations with clear reporting and interface with the SSCB. 	<ul style="list-style-type: none"> • All agencies to continue to prioritise listening to the wishes and feelings of children, and then incorporate this into policy and practice development. • Effective supervision of workers is a challenge for some agencies given the level of staff turnover and pockets of high vacancy rates. • The standard of induction varied across agencies. • UKBA/Home office did not complete a Section 11 audit report due to the internal changes to management arrangements. The SSCB Chair met with the Board Member to discuss this going forward. • There is a challenge for regional and national organisations in producing a Section 11 report that is both accountable as an agency and reflects local circumstances.

Appendix 1: SSCB Organisation Chart as at March 2014

Chair: Michael O'Connor, Independent

Vice Chairs: Romi Bowen, Strategic Director of Children's & Adults Services, Southwark Council
Rory Patterson, Director of Children's Social Care, Southwark Children's Services

Membership of the Executive Board:

- Children's & Adults Services
- Metropolitan Police
- Southwark Clinical Commissioning Group
- SLAM NHS Foundation Trust
- Guy's & St Thomas' NHS Foundation Trust
- King's College Hospital NHS Foundation Trust, Community Action Southwark
- Lay Members

Meets 5 times per year or as required

Staff:

SSCB Development Manager

Ann Flynn ann.flynn@southwark.gov.uk
Tel: 020 7525 3733

SSCB Senior Administrator

Tina Hawkins tina.hawkins@southwark.gov.uk
Tel: 020 7525 3306

SSCB Administrator

Nina Scott nina.scott@southwark.gov.uk
Tel: 020 7525 4646

Contact: Southwark Safeguarding Children Board

160 Tooley Street

Hub 1

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London SE1P 5LX

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Subgroups of SSCB

SUBGROUP	CHAIR(S)	FREQUENCY OF MEETINGS
Serious Case Review Subgroup	Michael O'Connor Independent Chair, SSCB	Meets 4 times a year
Audit & Learning Subgroup	Jackie Cook Head Of Social Work Improvement And Quality Assurance Children's Services	Meets 5 times a year
Child Death Overview Panel (CDOP) and Neo-Nate Panel (joint with Lambeth)	Abdu Mohiddin Consultant in Public Health Lambeth CCG Gillian Holdsworth Consultant in Public Health Lambeth CCG	Meets monthly
Child Sexual Exploitation Subgroup	Rory Patterson Director of Children's Social Care Children's Services	Meets 4 times a year
Community Engagement Subgroup	Gordon McCulloch Chief Executive Officer Community Action Southwark	First meeting February 2014
Education Sub group	Merril Haeusler Director of Education Children's Services	Meets 3 times a year
Health Subgroup	Gwen Kennedy Director of Quality and Safety NHS Southwark CCG	Meets 6 times a year
Human Resources & safeguarding Sub group	Bernard Nawrat Head of Human Resources Southwark Council	Meets 4 times a year
Practice Development & Training Subgroup	John Howard/Mary Mason (JH) Organisational Development Manager, Children's Services (MM) Designated Nurse, Southwark CCG	Meets 4 times a year
Designated, Named and Lead Professionals Group	Ann Flynn SSCB Development Manager	Meets twice a year

Appendix 2: Southwark Safeguarding Children Executive Board Members as at March 2014

Note that during 2013/14, the work of the Executive Board was supplemented by further meetings of the Main Board, which had wider membership.

First Name	Last Name	Job Title	Agency
Elaine	Allegretti	Head of Strategy, Planning and Performance	Children's & Adults' Service
Justin	Armstrong	Detective Chief Inspector	Metropolitan Police Southwark BSU, NHS
Andrew	Bland	Managing Director Strategic Director of Children's and Adults Services	Southwark Children's Services
Romi	Bowen	Assistant Chief Officer, Southwark	London Probation Service
Becky	Canning	Councillor	Southwark Council
Dora	Dixon-Fyle	Lay Member	
Eva	Edohen	SSCB Development Manager	Children's Services
Ann	Flynn	Borough Commander	Metropolitan Police
Zander	Gibson	Deputy Director of Children's Services	Children's Services, Education
Merril	Haeusler	Consultant Paediatrician/Designated Doctor	NHS Southwark Guy's & St Thomas' NHS
Dr Ros	Healy	Chief Executive	Foundation Trust
Ron	Kerr	Interim Director for Adults Social Care	Children's & Adults' Service Southwark BSU, NHS
Alex	Laidler	Designated Named Nurse	Southwark
Mary	Mason	Acting AD of Nursing	SLaM NHS Trust
Chris	McCree	Chief Executive	Community Action Southwark
Gordon	McCullough	Independent Chair	SSCB Guy's & St Thomas' NHS
Michael	O'Connor	Associate Chief Nurse	Foundation Trust
Deborah	Parker	Director, Children's Social Care Strategic Director Housing & Community Services	Children's & Adults' Service Housing and Community Services
Rory	Patterson	Chief Executive	King's College Hospital
Gerri	Scott	Lay Member	
Tim	Smart	Director of Public Health	Public Health
Claudina	Tuitt	Executive Director of Nursing and Midwifery	King's College Hospital
Ruth	Wallis	Head Teacher Representative	Keyworth Primary School
Geraldine	Walters		
Susi	Whittome		

Appendix 3: Approved Safeguarding Children's Courses delivered through My Learning Source – 2013 - 2014

Course Name	No. held
Child Protection: Keeping children safe from harm - (Foster carers)	1
Common Assessment Framework (CAF)	5
Contacting victims of adolescent harmful sexual behaviour	1
Critical thinking and supervision of complex risk: for safeguarding managers and supervisors	2
Crossing bridges: implementing a think family approach	2
Developing critical thinking in working with risk and the child protection process	3
Domestic Abuse Awareness	9
Domestic Abuse Champions Programme	7
Drug awareness training for children's social workers	1
Effective recording and data sharing for the multi agency safeguarding hub	2
Facebook, Mobiles and MSN: Safeguarding Children online (Foster carers)	2
Multi-agency safeguarding hub members development day	4
'Neglect Matters' Working together to assess, prevent and remedy the impact of neglect	1
Risk assessment for the multi-agency safeguarding hub	2
Sexual exploitation of children	2
Signs of Safety Bespoke Training ASAF, YOS & 0-12OS, SSFT & Adolescence & Aftercare (2 days)	2
Signs of Safety Refresher Training	1
Signs of Safety Training Bespoke Training for Children's Social Care Specialist Services	1
SSCB - Child protection update seminar	4
SSCB - Domestic violence risk assessment model - multi - agency awareness briefing	3
SSCB - Emotional Abuse: The impact for children and young people on attachments	5
SSCB - E-Safety - recognising the harms of new technologies	4
SSCB - FGM - Awareness course	1
SSCB - Honour Based Violence (HBV)	2
SSCB - Interagency working together in Assessment and Intervention with and C & F	3
SSCB - Neglect - An analytical approach	5
SSCB - Parental and perinatal mental health: impact on children and their families	2
SSCB - Race, culture and faith belief systems in safeguarding children	3
SSCB - Safeguarding children with disabilities	1
SSCB - Substance misuse by parents: impact on children and families	1
SSCB - The Art of Difficult Conversations in Child Protection	3
SSCB - Child Protection Level 2	3
SSCB - Child Protection Level 3	1
SSCB- Domestic violence risk assessment model - multi agency awareness briefing	3
SSCB-Attending child protection meetings, conferences, network, strategy and core groups	2
SSCB - Honour Based Violence (HBV) PM	2
SSCB - Working with children who have been sexually abused	4
The Mental Health Needs of Young People Involved in Street Gangs	3
Working with challenging and hard to help families: developing authoritative practice for safeguarding practitioners/managers	1

Item No. 9.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Workforce Strategy Update & Workforce Report	
Ward(s) or groups affected:		All	
From:		Councillor Peter John, Leader of the Council	

FOREWORD – COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

On 2 July 2014 cabinet agreed the mission, new fairer future promises, the fairer future principles and the commitments of the council for the next four years. Our mission remains the same: delivering a fairer future for all in Southwark. We will do this, following the same core principles which we agreed with the public in 2011:

- Treating residents as if they were a valued member of our own family
- Being open, honest and accountable
- Spending money as if it were from our own pocket
- Working for everyone to realise their own potential
- Making Southwark a place to be proud of.

Over the last year the chief executive and I have met with staff groups across the council; and we have been struck by people's commitment and enthusiasm. Reaffirming our belief that our staff and residents have the creativity, talent and strength of purpose to overcome the challenges we face and make a positive difference. Despite extensive budget cuts, the council remains one of the largest employers in the borough. Last year our workforce actually grew following implementation of the decision to return customer services to the heart of what we provide.

The annual workforce report provides statistical information on areas of employee activity for the last year and provides some useful background to what has happened in the workforce arena. It tells me that regardless of the bad press sometimes given to the public sector, people still seek to work in local government. That we invest in people's learning and development. That we have a workforce which reflects the rich diversity of our borough. That our record on areas such as sickness management compare well with other London boroughs.

But in the same way as we have set ourselves difficult challenges in the delivery of services to our residents cabinet agreed a workforce strategy for 2013-16 which set some tough ambitions in relation to our workforce. These included engagement of more apprentices, controls on agency workers, increasing the numbers of senior managers who are from black and ethnic minority communities, further reductions on sickness. Progress will be monitored by cabinet.

The statistical outcomes are however only part of our story.

We have continued our commitment to the low paid: minimum £250 for those earning less than £21,000, minimum pay at the London Living Wage. And have taken steps to ensure that pay remains competitive throughout our grades.

We have engaged and supported large numbers of apprentices in many areas of the council's services and with our contractors. Recognising and applauding their contribution to areas such as customer services and individual excellence through the Apprentice of the Year award.

For learning and development, the Council will build on its success in achieving silver Investors in People standard, with a plan for gold award by the end of the year.

We continue to place a high emphasis on ensuring the workforce reflects the community we serve. We recognise and support the commitment and contribution of the council's self managed staff equality and diversity group. We target development opportunities especially for staff from BME communities.

The council prides itself on having best practice and fair employment processes. But it is important we remain vigilant to ensure proper application at all times. We have built in some extra layers of scrutiny & monitoring to make sure staff are always being treated fairly and equitably.

We have delivered an extensive change programme and have supported people in this process through established procedures and working closely with the trade unions. Whilst the numbers have been decreasing, some people will leave on redundancy as a result of change. But where occurring we are committed to offering support to enable people to pursue future worthwhile careers.

From my meetings with staff, and the honest, sometimes challenging, feedback people give me. I know that working in Southwark can be demanding. But also that it's a vibrant place to work where people choose to make a career. I believe that we will build on the success of recent years, despite a period of austerity and budget challenges ahead, to work towards the fairer future we all seek.

RECOMMENDATIONS

1. To note the progress made against the council's workforce strategy and the actions that are planned for the year ahead, Appendix 1.
2. To agree the additional area noted the strategy; building a workforce to deliver next generation public services, Appendix 1.
3. To note the information that is contained in the workforce report, Appendix 2.

BACKGROUND INFORMATION

4. Cabinet of 22 October 2013 agreed the Workforce Strategy 2013-16. This is a forward medium term view of the council's aims and ambitions in the management of its human resources. It is a dynamic statement which needs to change subject to prevailing circumstances (e.g. economic climate). As such it is reviewed at least each year to ensure it is contemporary.
5. The Equality Duty 2010 is supported by specific duties, which require public bodies to publish relevant, proportionate information annually demonstrating their compliance with the Equality Duty. Information must be published in a way which makes it easy for people to access it and, (for public bodies with 150 or more employees); to consider how their activities as employers affect people who

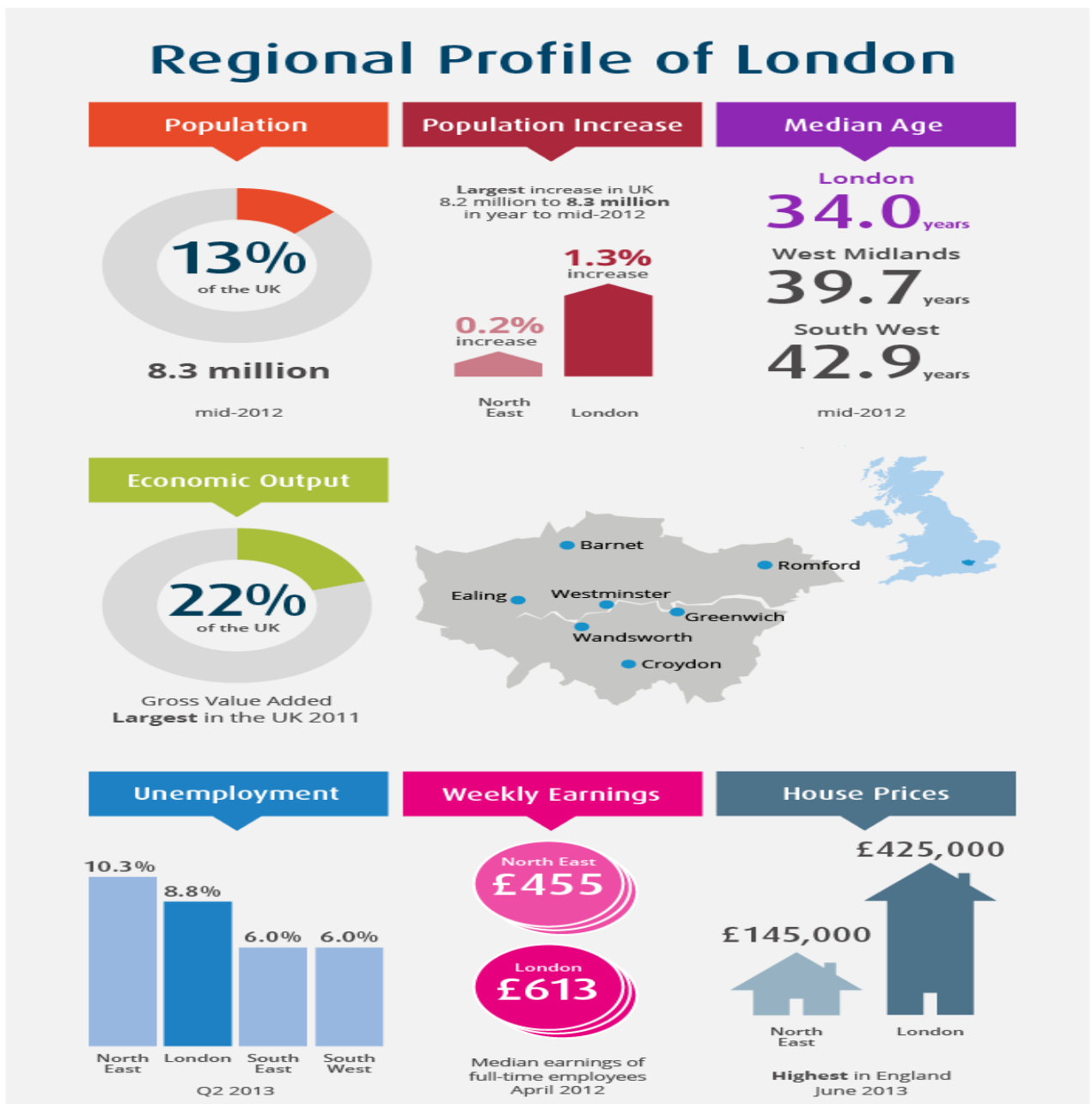
share different protected characteristics. Information to be published is not laid down but it is suggested could include the following, where this is attainable-

- make-up of the overall workforce
 - pay equality issues; in Southwark this is shown by profile at different grades;
 - recruitment and retention rates
 - learning and development opportunities
 - grievances and disciplinary issues for staff with different protected characteristics.
6. Published information could also include plans to address equality concerns within the workforce, and information from staff surveys. We address this via the overarching workforce strategy.
 7. In meeting this requirement, the council produces an annual workforce report which includes a range of Human Resources (HR) related data which is published on the council's website. For the 2013-14 the report is attached, Appendix 2.
 8. The Leader's foreword, above, will be included with the report on the website adding important context and articulating ambitions for our workforce in the year ahead.

KEY ISSUES FOR CONSIDERATION

9. The workforce strategy update looks at progress in achieving objectives and sets out actions for the year ahead. Some of the objectives span the whole Strategy timetable, 2013-2016; and the progress at this stage is around putting in place the building blocks for further action. For example, we have put in place a system to record fill time in recruitment so that we can use this baseline, rather than anecdotes, to seek areas of improvement.
10. Some of the objectives of the strategy have been achieved year 1, e.g. the proportion of staff in senior posts from BME communities has increase by over 17% when compared to year 2012/13. But an increase in representation must be sustained and ideally built on further.
11. Some of the objectives have proved to be extremely challenging:-
 - Our agency numbers have shown an increase at year end 2013/14 compared to 2012/13. This has been impacted by increasing demand for staff from reorganised / new services such as customer services; there is some nervousness in filling posts permanently in anticipation of future budget restrictions; we face increasing competition from other employers for some staff e.g. social workers. We believe however that a 5% target is right.
 - Whilst sickness absence levels have again decreased we fell shy of our 5% reduction compared to previous year. As averages reduce the ability of the organisation to secure reductions becomes tougher. Again a 5% ambition is however reasonable and as well as ongoing management of existing cases, with the support of colleagues from public health we have introduced an employee health & wellbeing strategy.

12. Appendix 1 to this report also includes an additional area for the strategy, i.e. building a workforce able to provide next generation public services. The Workforce Strategy must be a blend between good quality, ongoing HR tasks; recruiting, paying people, supporting managers in managing behaviours; development activities; doing things differently. Whilst there is cross-over between other areas of the Strategy; public service and the council will change in the years ahead. To meet citizens' demands, government policy, our ambitions. To reflect that London is different for employers. A regional profile compiled by the ONS in 2012/13 illustrates this.



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Office for
National Statistics

Policy implications

13. Some action points will require changes in HR policy, or more likely our approach to policies. Where necessary this will be subject to consultation and appropriate governance decision-making.

Community impact statement

14. Any policy changes will be subject to impact assessments.

Resource implications

15. There are no specific implications arising from this report. Existing resources are already in place to meet the strategic aims. Any actions arising which have resource effects will be subject to separate decision-making process and reallocation within existing budget allocation.

Consultation

16. The trade unions have been consulted on the attachments and this is ongoing.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Strategic Director of Finance and Corporate Services (FC14/023)**

17. The strategic director of finance and corporate services notes the recommendations in this report, particularly around the additional area added to the strategy of “building a workforce able to provide next generation public services”.
18. Costs arising from training such as greater application of internal (ILM) accredited learning, the Leadership & Management Programme, and the creation of Housing Academy “pilot” to approach to creating structure pathways into the profession will be contained within the existing budgets for organisational development and the service departments.
19. The regular promotion of pension membership may lead to some increased costs to services, which must also be contained within existing budgets.
20. The report confirms that existing resources are already in place to meet the strategic aims, and that any actions arising which have resource effects will be subject to separate decision-making process and reallocation within existing budget allocation.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Workforce Strategy Update
Appendix 2	Workforce Report 203/14

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Bernard Nawrat, Human Resources Director	
Version	Final	
Dated	6 October 2014	
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	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	6 October 2014	

APPENDIX 1

Workforce strategy 2013-16

An update October 2014

Recruitment	Development & career opportunities	Resource management
A fairer future for all Delivering our promises		
Reward, recognition & support	Engagement	Management skills

Introduction

Workforce Strategy agreed by cabinet 22/10/13. Six key employment areas still relevant today to support the delivery our 10 new fairer future promises

Our promises –

1. Provide value for money
2. Free swimming and gyms; double number of NHS checks
3. Quality affordable homes
4. More and better schools
5. Nurseries and childcare; help to parents to balance work & family life
6. A greener borough
7. Safer communities
8. Education, employment, training, school leaver opportunities, support more local people into jobs, apprentices
9. Revitalised neighbourhoods,
10. Age friendly borough

Underpinned by our fairer future principles -

- Treating residents as we would wish members of our own families to be treated
- Being open, honest and accountable
- Spending money as if it were coming from our own pocket
- Working for everyone to realise their potential
- Making Southwark a place to be proud

Supported by our employees through best practice in –

Recruitment

Resource management

Employee development & career opportunities

Reward, recognition & support

Engagement and communications

Identifying and developing leaders



Update

For each of the 6 areas of our Workforce Strategy -

We previously set out –

- Our objectives
- 2 or 3 ambitions that will stretch us
- Indicated actions we would take

We will update on progress-

Changes in the council impacting

- Work that we have done**
- Areas of difficulty**
- Achievements**

We will set out actions for the year ahead

We are proposing an additional area for the Strategy

Building a workforce for next generation public services

Recruitment

It is essential that Southwark is an employer of choice and we recruit staff of sufficient numbers and talent to deliver our fairer future promises

Objectives

Enhance the council's reputation as a modern employer.

Aim to recruit the best.

Recruit more quickly and seamlessly.

Offer more opportunities for people to take up apprenticeships, trainee posts & compete for permanent employment.

Develop a vocational learning framework for new entrants

Work with partners, e.g. in safeguarding areas to set common standards

Ambitions

3% workforce are apprentices or first entry each year

90% of posts filled in 3 months; (advert to appointment) by 2015

Progress

Larger workforce – year end 13/14 4814, 4% increase.

Recruitment system established.

Setting up systems on time to fill – base line approx 60% filled in 3 months.

Exploring innovative recruitment options; e.g. use of web advertising, mobile site for candidates.

Study on improving recruitment decisions.

52 apprentices currently on programme (plus 21 contractors)

New recruitment approach for Home Care & Care Home staff (at forefront of national programme)

Revised induction arrangements

Introduced resource shared with partners on safeguarding.

Working with local press to better promote opportunities to local people.

Actions year ahead

During 2014 will have engaged a further 87 (plus 16 contractors) apprentices/ trainees – recruitment; reduce time fill – set common selection criteria – improve quality of decisions – promote career options to staff and ways to achieve.

Resource management

Ensuring we use every penny as if it were our own through striving to do things better

<p>Objectives</p> <p>Maximise employment of staff in directly managed services.</p> <p>Reduce reliance on agency workers and consultants.</p> <p>Maximise redeployment of staff; associated support.</p> <p>Intelligent reorganisation of structures to deliver better efficient services.</p> <p>Build confidence in how we manage staff.</p> <p>Improve employee wellbeing; manage sickness</p> <p>Continuous improvement and streamlining HR processes</p> <p>Ambitions</p> <p><i>5% reduction in sickness absence each year</i></p> <p><i>All redeployees have planned support programmes</i></p> <p><i>Agency to be no more than 5% by 2015</i></p>	<p>Progress</p> <p>Supported return of Customer Services.</p> <p>Controls on agency, consultants. But more demand for agency workers. Year end 13/14 around 7.3% of workforce.</p> <p>Reorganisations - using leadership network to challenge how to do things differently.</p> <p>Externally provided support available for every employee facing redundancy.</p> <p>Employee health & wellbeing strategy in place.</p> <p>Average sickness (13/14) 7.49 days per person; 2.3% drop compared to 2012/13</p> <p>IT platform used for most HR transactional tasks</p>
<p>Actions year ahead</p> <p>Prepare for budget reductions 15/16; service requirements & how we support individuals - embed divisional resources plans – challenge agency usage –roll-out employee health & wellbeing strategy – case management all instances of long term sickness – managing matters of discipline & capability quickly & fairly.</p>	

Employee development & career opportunities

Develop people's skills & knowledge so that they enjoy productive careers & deliver innovative high performing services and excellent customer care

Objectives

Reinforce liP¹ standards.

Dynamic departmental learning & development plans
Deliver a comprehensive suite of corporate training (notably customer service) and maximise e-learning offer.

Increase "grow your own"; trainees & access posts.

Provide tools to support career pathways and breaking down barriers for those under-represented.

Support staff through organisational change.

Provide work-life balance options to maximise employment opportunities

Ambitions

Attain liP¹ gold 2014/15 ¹ (investors in people)

100% front line staff have customer services training by 2015

Progress

Working towards liP gold by March 2015.

986 training workshops delivered 13/14 – providing the most comprehensive training programme delivered to date (to Southwark & multi-agency).

Customer services training 13/14 – 86 out of 220 line managers fully trained and cascaded learning.

Supervisory and line management ILM programmes supporting management career pathways.

Training options; suit learning styles, including e-learning modules.

Emphasis has been on apprentices; now looking at other opportunities, e.g. housing academy.

Multiple methods to support people through change.

Promotion of flexible working options; now statutory right to request.

Actions year ahead

liP assessment November '14 to March '15. Greater application of internal (ILM) accredited learning.

Structured career pathway frameworks into all professional areas. Creation of Housing Academy "pilot" to approach to creating structure pathways into the profession.

Reward, recognition & support

Pay & non financial rewards are powerful motivators of our staff. They must be fair, seen as fair & robust to external scrutiny

Objectives

Recognise the good work our staff do.
Continue to pay London Living Wage as a minimum.
Support the lower paid by applying minimum award (£250 for under £21,000 full-time).
Manage expenditure & create “feel fair” environment.
Publish an approved annual pay policy.
Promote benefits of working with the Council.
Promote membership of Local Government Pension Scheme.
Ensure market sensitivity of pay packages for hard to fill posts

Ambitions

Reduce non pension membership by 25% by 2015
Achieve LLW in all contracts by 2016

Progress

Customer excellence awards – cross council.
Saying thank you to staff, e.g. Chief Executive intranet (Source) bulletins
Applied London Living Wage and pay award minimum.
Published pay policy.
Maintain controls on discretionary pay elements, e.g. honoraria
Introduced new Pension scheme to the Council April 14; multiple presentations & Q&A sessions.
Member agreement (August 13) to amend pay ranges – keeping us competitive.

Actions year ahead

Market intelligence of pay – platform for staff benefits (no cost to council) – increased transparency on pay – regular promotion of Pension membership – recognising employee achievements; individual / team.

Employee engagement & communication

Employees must trust the organisation and be committed to its goals. They must be empowered to believe their views count and will be acted upon

<p>Objectives</p> <p>Respond to key findings of the staff survey 2013. Senior & Middle managers actively engage with their staff on the range of key issues Effective internal communications - reach all staff. Channels for feedback of staff members' views. Ensure effective industrial & employee relations especially to undertake meaningful consultation at times of change. Deliver training in team settings to secure commonality of understanding and consistent application</p> <p><i>Ambitions</i></p> <p><i>Improve staff satisfaction on key measures by 10% in survey 2015</i> <i>By 2014 all staff will have met their Chief Officer and portfolio Member</i></p>	<p>Progress</p> <p>Leader & Chief Executive Meetings with staff. Refresh of intranet. Established trade union consultation mechanisms Staff feedback encouraged on topic basis, e.g. IT. Team based customer care training Arrangements in train for staff survey 2015</p>
<p>Actions year ahead</p> <p>Continue meetings with Chief Officer/ portfolio Member – respond to survey outcomes –improve staff communication methods outside Tooley St/ Queens Road hubs – working with Trade Unions on changes for 15-16 through budget reductions.</p>	

Identifying & developing leaders

Employ & develop managers who can demonstrate the courage, energy & capability to deliver organisational goals, and in partnership with others

<p>Objectives</p> <ul style="list-style-type: none"> New governance arrangements for senior management activity and decisions. Roll-out of refreshed management development standards. Develop those in feeder posts for managerial roles (succession). Support & facilitate staff to gain promotion; increasing representation of people from BME communities in senior posts. Introduce accredited line manager training. Ensure all training is linked to business objectives. <p>Ambitions</p> <ul style="list-style-type: none"> <i>Increase proportion of BME top managers by 10% by 2015</i> <i>All middle managers attended accredited training by 2016</i> 	<p>Progress</p> <ul style="list-style-type: none"> Revised CMT/ CMB arrangements 175 participants in management development programme Increase in BME staff JNC level – year end 13/14 14.8% (12.6% 12/13) Southwark successfully achieved ILM accreditation Centre status
<p>Actions year ahead</p> <p>Embedding the recent piloted “stepping stone” management development programme for BAME staff as part of the overall Leadership & Management Programme. Enhancing the 3 levels of the programme providing a supportive career progression route into management and leadership</p>	

Building a workforce for next generation public services

Proposed new area

Drawing on the talent & diversity of London communities create a workforce with the capability & confidence to meet new & changing demands

Objectives

- Talented young Londoners choose public sector and Southwark as a career choice.
- Staff have the necessary competence to take on new challenges, move between services.
- Staff are proud to work for Southwark.
- Employees and their representatives positively shape the organisation.
- In-house services deliver fairer future promises; e.g. council's new homes programme.

Ambitions

Increase proportion of employees 16-29 years by 5% 2016.

By 2016 75% of employee would speak highly of the council¹ as an employer

Activities year ahead

Study; impact of demographics on employment offer - links with education centres future skill requirements – identification of common skills across job types – ways to improve employee dialogue – staff survey – study in-house services in competitive scenarios – reviewing employee contract options.

¹ 2013 survey 61% would speak highly

APPENDIX 2**Workforce Report 2013-14**

This report looks at the profile of employees and at human resources management activities over financial year 2013–14

Scope

1. It covers all departments of the council and directly employed substantive employees. It therefore excludes those under the management of schools.
2. All departmental details will relate to organisational structures as at year end 2013 -14.
3. All workforce profile data will be at the end of the year 2013 -14.
4. All data related to the outcomes of HR activity will cover the period April 2013 – March 2014, unless stated.
5. For completeness, information is given on the numbers of agency workers engaged. They are an important addition to our workforce resources but do not have a direct contractual relationship with the council and therefore details are limited.

Content

The report –

1. Begins with key data. This includes an overview of employees' profile and some comparative data from previous years.
2. Looks at the profile of the council's employees against each protected characteristic where information is available (gender, ethnic origin, age, disability).
3. Includes a commentary by HR Director on the findings of the report (appendix 2).
4. Will be discussed with the constituent trade unions and with the staff equality and diversity group.

The report will be published on the council's intranet, (the Source), and the Southwark website; www.southwark.gov.uk

Contents

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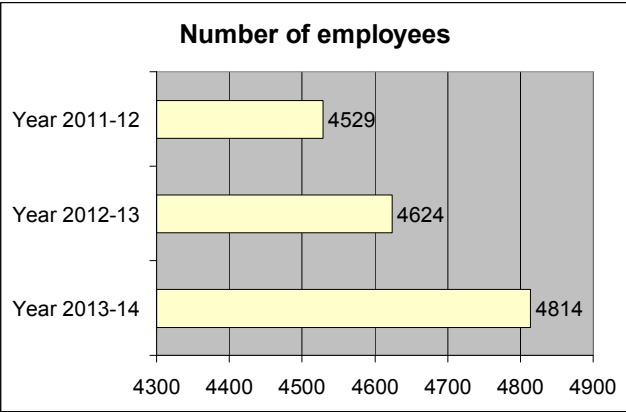
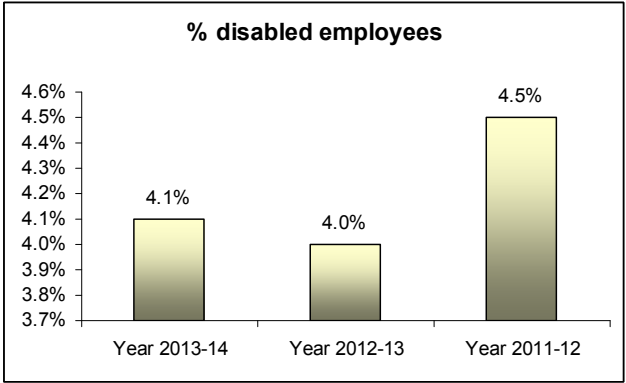
- [Key data - Workforce 2013 -14](#)
- [Workforce Numbers & Employee Profiles](#)
- [Changes in the Workforce](#)
- [Performance Management](#)
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[Appendix 1 Information on the community in Southwark & other London Boroughs](#)

[Appendix 2 Concurrent report from HR Director](#)

Key data - Workforce 2013 - 14

The details below pull out some key information from the report that follows about the workforce. It aims to provide a quick reference and to give context by looking at details from previous years where comparisons can be made.

Year 2013-14	Context																								
<p>Number of employees (headcount)</p> <p>4814</p>	<p>Number of employees</p>  <table border="1"> <caption>Number of employees</caption> <thead> <tr> <th>Year</th> <th>Number of employees</th> </tr> </thead> <tbody> <tr> <td>Year 2011-12</td> <td>4529</td> </tr> <tr> <td>Year 2012-13</td> <td>4624</td> </tr> <tr> <td>Year 2013-14</td> <td>4814</td> </tr> </tbody> </table>	Year	Number of employees	Year 2011-12	4529	Year 2012-13	4624	Year 2013-14	4814																
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Year 2013-14	4814																								
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Section 1: Workforce Numbers & Employee Profiles

1. As at year end 2013-14 the headcount of employees was 4814. This excludes casual workers and non staff resources such as agency workers. A workforce population of 4814 is a 4.1% increase when compared to numbers in 2012-13. (*Key Data*)
2. Numbers of employees have been increased by direct transfers of staff from services brought back in house or added to the council's responsibilities. There were 217 people transferred under TUPE type arrangements, (special conditions applied to Public Health staff). This included principally Customer Services and Public Health, but also a small number of employees joining parking and network management services and Youth Offending Services; (former NACRO employees). A significant number of these employees will have been moved to council's grading structure.
3. Employees in the three service departments make up 78% of the council's workforce (Children's & Adults; Environment & Leisure; Housing & Community Services). (*Reference data 1*)
4. The highest percentage of part time employees is in Children's & Adults Services. Overall 15.2% of all employees work part time. (*Reference data 2*)

Reference data 1

Employee numbers by department

	Numbers (headcount)	% of total
Chief Executive's Department	390	8%
Children's & Adults Services	1333	28%
Environment & Leisure	1274	26%
Finance & Corporate Services	640	13%
Housing & Community Services	1177	24%
Total	4,814	100%

Reference data 2

Distribution of full time & part time employees per department & Council wide

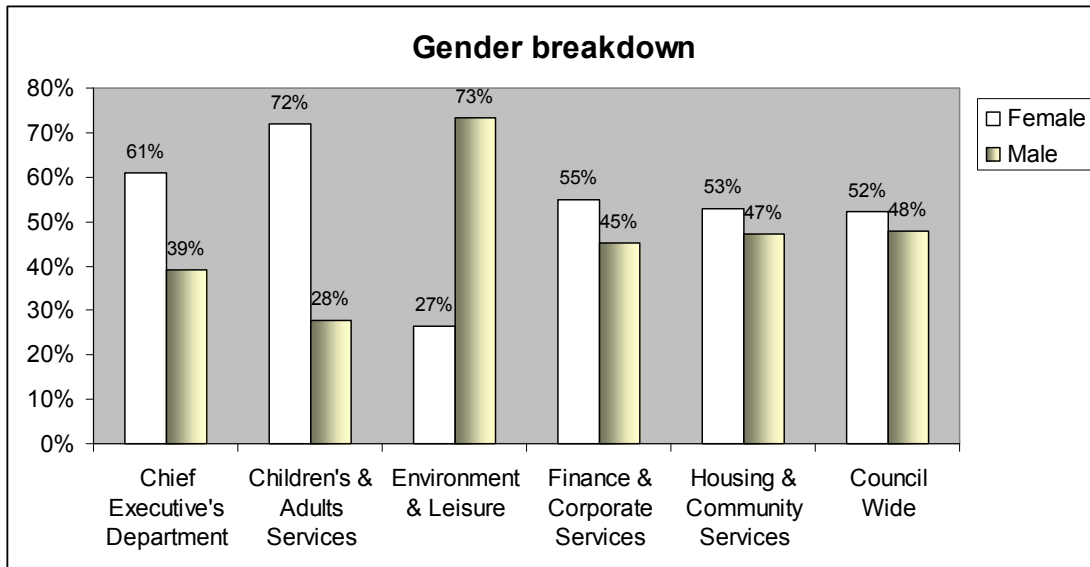
	Male		Female	
	Full-time	Part-time	Full-time	Part-time
Chief Executive's Department	37.4%	1.8%	47.2%	13.6%
Children's & Adults Services	22.1%	5.8%	53.5%	18.6%
Environment & Leisure	69.9%	3.5%	18.7%	7.9%
Finance & Corporate Services	43.9%	1.3%	46.1%	8.8%
Housing & Community Services	45.5%	1.7%	42.9%	9.9%
Total	44.6%	3.3%	40.2%	11.9%

Gender

5. The percentages of female and male employees are similar; 52% of employees are female; 48% are male. (*Reference data 3*). The gender split shows no significant changes from previous years, (*Key Data*). The gender breakdown in council employment is similar to the female population in Southwark (50.5%). (*Appendix 1*)
6. There are significant differences in the gender breakdown when looking at a departmental level. (*Reference data 3*)
7. There are higher percentages of male employees than female employees in the grades 1-5, in Building Services, and in the higher grade bands. Although the total numbers of employees grade 14 and above are relatively small (*Reference data 4*)

Reference data 3

Gender breakdown per department as percentages



Reference data 4

Grade distribution, gender and disability

Grade band	Total	Female	Male	Disabled staff
Grades 1-5	1215	416	799	30
%	100%	34%	66%	2% ¹
Building Workers	86	1	85	2
%	100%	1%	99%	2% ¹
Grades 6 - 9 or equivalent	1902	1157	745	98
%	100%	61%	39%	5% ¹
Grades 10-12 +SW's	1261	748	513	58
%	100%	59%	41%	5% ¹
Grades 14-16	212	100	112	10
%	100%	47%	53%	5% ¹
Grades 17 & above	24	9	15	
%	100%	38%	63%	
Teacher conditions	12	11	1	
%	100%	92%	8%	
Soulbury conditions	35	30	5	
%	100%	86%	14%	
Other²	67	37	30	1
%	100%	55%	45%	1% ¹
Total	4814	2509	2305	199

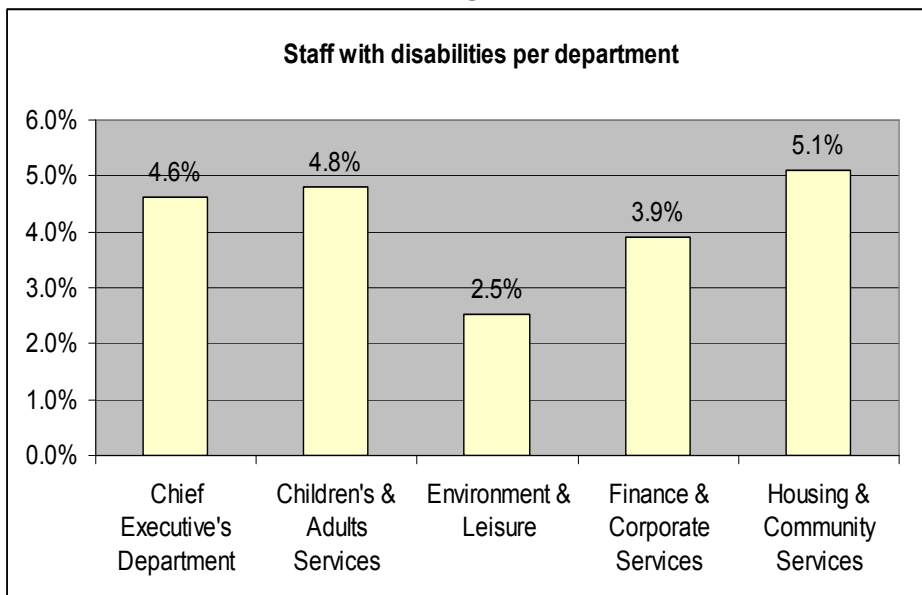
¹ Percentage in that grade band² TUPE conditions (various)

Disabilities

8. The percentage of people with disabilities is similar to the previous year (*Key Data*). There are some significant differences between departments. (*Reference data 5*)
9. The London wide figures suggest that the percentage of employee with disabilities is lower than the average across other boroughs which is 5.13%. (*Appendix 1*) However, Southwark records actual employee declarations of a disability. Since the introduction of the Disability Discrimination Act when the use of strict externally set criteria to determine "disability" ceased; self declaration is appropriate. It is known that some other boroughs determine the disability average by extrapolating from survey data or use sickness absence rates as a marker.
10. The percentages of employees with disabilities are lowest in grades 1-5 and those on Building Worker grades. There are some grade bands where there are no staff with a declared disability. This applies to those grade bandings where numbers of staff are few. (*Reference data 4*)

Reference data 5

Staff with disabilities as percentage of departmental numbers



Ethnic Origin

11. Those employees who do not have an ethnic origin record, 180 employees (3.7%), are predominately people who joined the council under TUPE agreements. (*Key data*).
12. The percentages of employees who classify themselves as “White” and from black and minority ethnic groups are unchanged from previous years. (*Key Data*). There are some significant differences between departments in the percentages of staff who classify themselves as White and from BME communities. (*Reference data 6*)
13. When looking at broad ethnic groups the percentages of employees from White and from BME communities are:-
 - Very similar to the percentages in the Southwark community. Where 54% of the population classify themselves as White. (*Appendix 1*)
 - More evenly balanced than the percentages across London boroughs where on average 63.81% of employees classify themselves as White. (*Appendix 1*)
14. The percentages of White employees compared to BME employees change significantly through the grades. Putting aside those in Building Worker grades; up to grade 9 there are higher percentages of BME staff than percentages of White staff. Percentages of BME employees are low in grades 10-12 & grade 14-16; but recover slightly at top manager level. (*Reference data 7*)

Reference data 6

Broad ethnic origin of employees as percentage of departmental numbers

	Asian	Black	Mixed	Other	<i>BME employees</i>	White
Chief Executive's Department	7%	22%	4%	4%	37%	63%
Children's & Adults Services	4%	43%	4%	3%	54%	46%
Environment & Leisure	4%	30%	2%	4%	40%	60%
Finance & Corporate Services	8%	32%	3%	3%	47%	53%
Housing & Community Services	4%	45%	4%	3%	56%	44%
Total across the council	5%	37%	3%	3%	48%	52%

Reference data 7

Grade distribution, broad ethnic origin

Grade band	Asian	Black	Mixed	Other	BME employees	White	Not Stated	Total
Grades 1-5	47	466	54	43	610	545	60	1215
% ¹					53%	47%		
Building Workers		27		3	30	56		86
% ¹					35%	65%		
Grades 6 - 9 or equivalent	97	827	54	71	1049	750	103	1902
% ¹					58%	42%		
Grades 10-12 +SW's	60	354	39	35	488	764	9	1261
% ¹					39%	61%		
Grades 14-16	8	18	3	1	30	182	0	212
% ¹					14%	86%		
Grades 17 & above		2	2	1	5	19	0	24
% ¹					21%	79%		
Teacher conditions				1	1	11	0	12
% ¹					8%	92%		
Soulbury conditions	2	4	1	1	8	27	0	35
% ¹					23%	77%		
Other ²	8	11	2	2	23	36	8	67
% ¹					39%	61%		
Total	222	1709	155	158	2244	2390	180	4814

¹ Excludes those where ethnic origin not supplied.

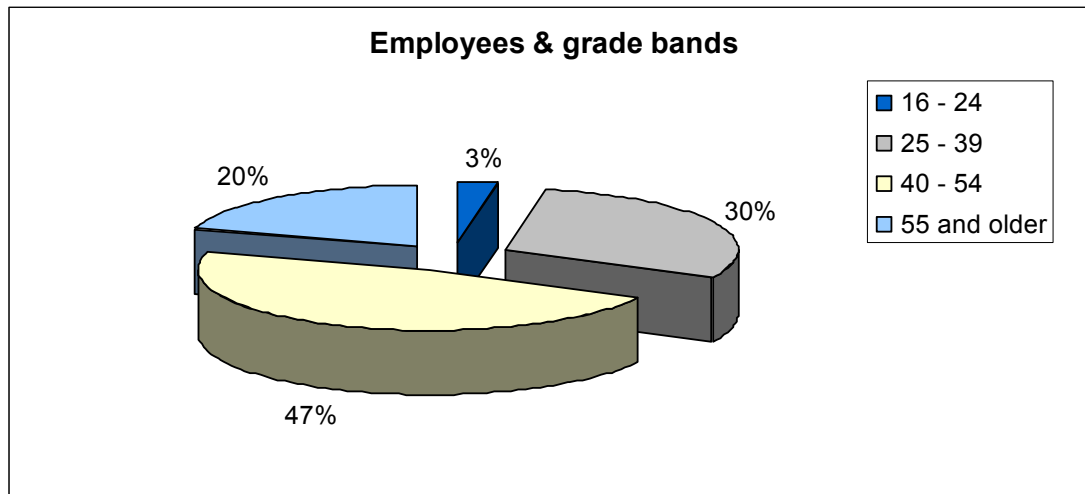
² TUPE conditions (various)

Age

15. The average age of employees (44.9 years) is less than the London boroughs' average (45.6 years). (*Key Data & Appendix 1*)
16. Predominately employees are in the 40-54 years banding. (*Reference data 7*)

Reference data 7

Employees per age band as percentage of total workforce numbers



Length of Service

17. Employees' length of service is on average 9 years. This suggests no retention issues. It must be noted however that the average service will be impacted by the large percentage of employees who have over 20 years service. (*Reference data 8*)

Reference data 8

Employees' length of service & service bandings - total workforce numbers

Average (mean) length of service	9 years
Length of service – bands	% of employees
Less than 1 year	9%
1 to <2 years	7%
2 to <3 years	4%
3 to <5 years	11%
5 to <10 years	27%
10 to <15 years	16%
15 to 20 years	8%
20+ years	18%
	100%

Section 2: Changes in the Workforce

Starters

1. A significant number of people (738) commenced work with the council. This number has been impacted by 217 people transferring to the council under TUPE arrangements. The greatest numbers joined Customer Services and Public Health. The table below shows the person's department at the end of the financial year not necessarily the department at commencement. (*Reference data 9*)
2. As noted in the previous section; those starting during this period have not result in any notable changes to the profile of the workforce in terms of gender, age, disability or ethnic origin.

Reference data 9

Number of starters & department

	Numbers starters (headcount)
Chief Executive's Department	67
Children's & Adults Services	175
Environment and Leisure	122
Finance & Corporate Services	70
Housing & Community Services	304
Total	738

Leavers

3. This section provides a detailed look at the reasons why people leave the organisation and their profile.
4. The dominant reasons for people leaving were on a voluntary basis, i.e. resignation, career breaks, retirement age. Of the remainder 87 people left on redundancy; any other reason attracted relatively small numbers of employees.
5. Further scrutiny of those who left on the basis of dismissal; discipline or capability, appears in the relevant sections later in this report.
6. Those that left on redundancy represent year 3 of a three year programme. *Reference data 12* shows the picture over the three years. The percentage of women who left through redundancy is high compared to percentage of women in the workforce. Over the three years other indicators, (broad ethnic origin & disability), are closer to the workforce. Unlike some authorities the council has not operated a cross-department voluntary severance scheme in the period. The profile of those leaving on redundancy will be therefore be significantly influenced by the profile of the workforce in those areas that have been subject to review.

Reference data 10

Leavers by reason, gender and disability

Reason for Leaving	Number	Female %	Male %	Total	Of those disabled %
Career Break	11	82%	18%	100%	9%
Deceased	3	33%	67%	100%	33%
Dismissal – Capability	8	38%	63%	100%	13%
Dismissal	10	50%	50%	100%	0%
Expiration of Contract	45	53%	47%	100%	4%
Outsourced	34	68%	32%	100%	0%
Redundancy	87	70%	30%	100%	2%
Resignation	248	59%	41%	100%	2%
Retirement Age	24	42%	58%	100%	8%
Retirement Early	3	0%	100%	100%	0%
Retirement Ill Health	7	57%	43%	100%	57%
Total	480	60%	40%	100%	4%

Reference data 11

Leavers by reason, BME employees, White employees

	No.	BME employees %	White employees %	Not stated %	Total
Career Break	11	73%	27%	0%	100%
Deceased	3	33%	67%	0%	100%
Dismissal – Capability	8	63%	38%	0%	100%
Dismissal	10	60%	30%	10%	100%
Expiration of Contract	45	64%	36%	0%	100%
Outsourced	34	68%	32%	0%	100%
Redundancy	87	55%	45%	0%	100%
Resignation	248	35%	60%	5%	100%
Retirement Age	24	13%	83%	4%	100%
Retirement Early	3	0%	100%	0%	100%
Retirement Ill Health	7	57%	43%	0%	100%
Total	480	42%	50%	8%	100%

Reference data 12

Redundancies Year 1 (2011-12) + year 2 (2012-13) + year 3 (2013-14)

Total	Ethnic Origin ¹		Gender		Disabled
	BME	White	Female	Male	
620	324	290	374	246	32
	52%	47%	60%	40%	5%

¹ Excludes 6 people with no ethnic origin recorded

Reference data13

Leavers by reason & age bands

	No.	16 - 24	25 - 39	40 - 54	55 +	Total
Career Break	11	0%	82%	18%	0%	100%
Deceased	3	0%	0%	33%	67%	100%
Dismissal – Capability	8	0%	0%	75%	25%	100%
Dismissal	10	20%	20%	40%	20%	100%
Expiration of Contract	45	18%	42%	22%	18%	100%
Outsourced	34	0%	29%	56%	15%	100%
Redundancy	87	0%	17%	37%	46%	100%
Resignation	248	5%	52%	33%	9%	100%
Retirement Age	24	0%	0%	0%	100%	100%
Retirement Early	3	0%	0%	0%	100%	100%
Retirement Ill Health	7	0%	0%	43%	57%	100%
Total	480	5%	39%	33%	23%	100%

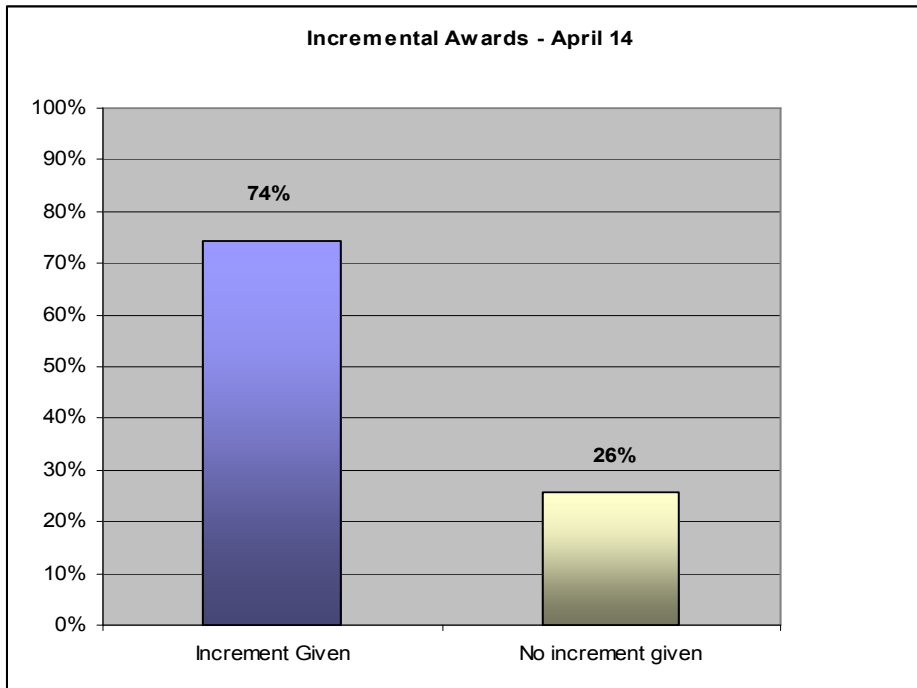
Section 3: Performance Management

This monitor looks at incremental awards from 1st April 2014. The information has been drawn from August's payroll.

1. In 2013 a high proportion of staff were not eligible for an increment (37%). This was because they were at the maximum of their grade. In 2013 Members agreed a change in the grade ranges which opened up incremental awards to large numbers of employees. In 2014 the majority of employees have been awarded an increment. (*Reference data 14*)
2. Looking at increments awarded they are broadly line with-
 - the proportion of women / men in the workforce. (*Reference data 15*)
 - those who have not declared a disability and those that have declared a disability. (*Reference data 16*)
 - the proportion of people in different/ broad ethnic groups. (*Reference data 17*)
 - The proportion of people in different age bandings (*Reference data 18*)

Reference data 14

Incremental awards – Council wide position



Incremental awards 2013	Increment given	No increment given	Not applicable
% of employees	40%	23%	37%

Reference data 15

Incremental awards by gender

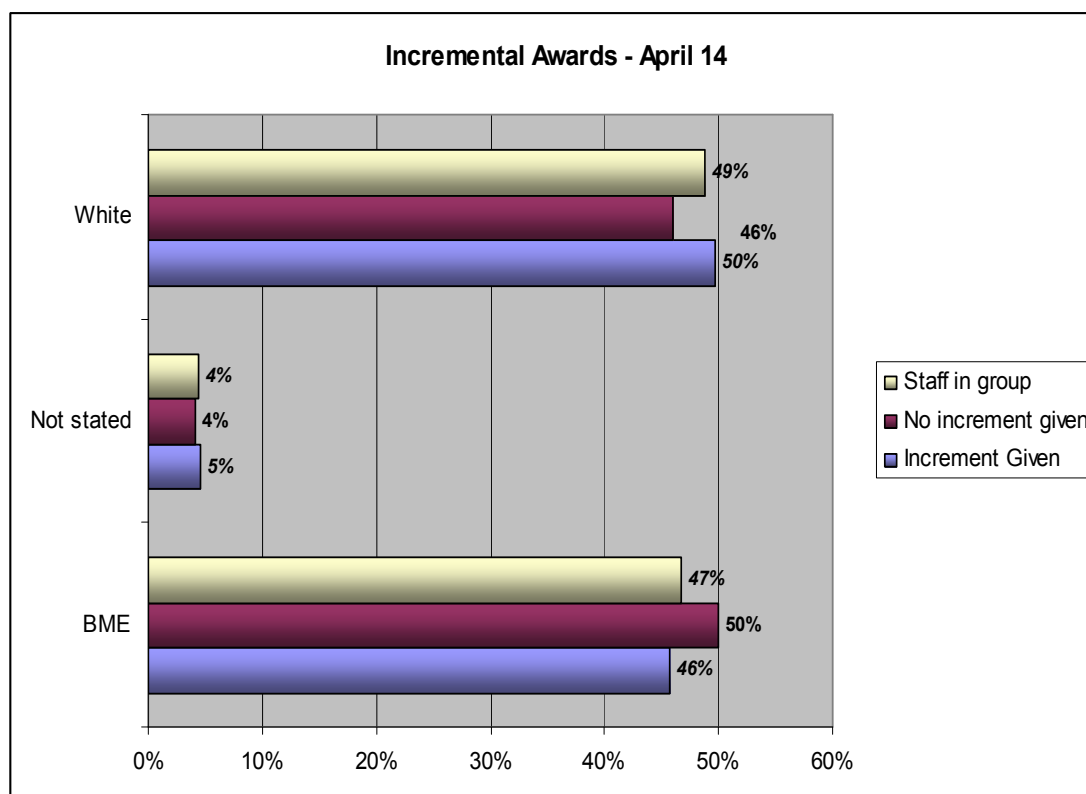
Outcome & % of employees	Female	Male	Total
Increment Given	51%	49%	100%
No increment given	57%	43%	100%
Total	53%	47%	100%

Reference data 16

Incremental awards by disability

Outcome & % of employees	No disability	Disability	Total
Increment Given	96%	4%	100%
No increment given	93%	7%	100%
Total	96%	4%	100%

Reference data 17

Incremental awards by broad ethnic origin

Reference data 18

Incremental awards by age band

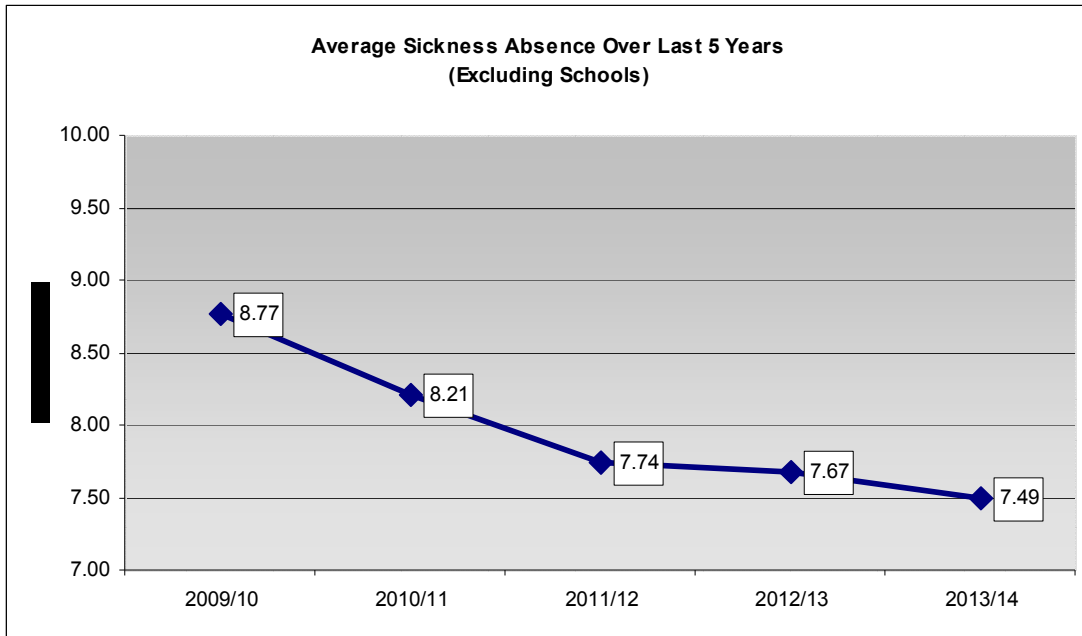
Outcome & % of employees	16-24 years	25-39 years	40-54 years	55 years & above	Total
Inc Given	4%	31%	47%	18%	100%
No increment given	2%	26%	51%	21%	100%
Total	3%	30%	48%	19%	100%

Section 4 – Sickness

- The average sickness absence rate per person shows a positive downward trend year on year. (*Reference data 18*). The council performs better than the average sickness rate noted across London boroughs which is 7.64 days. (*Appendix 1*).

Reference data 19

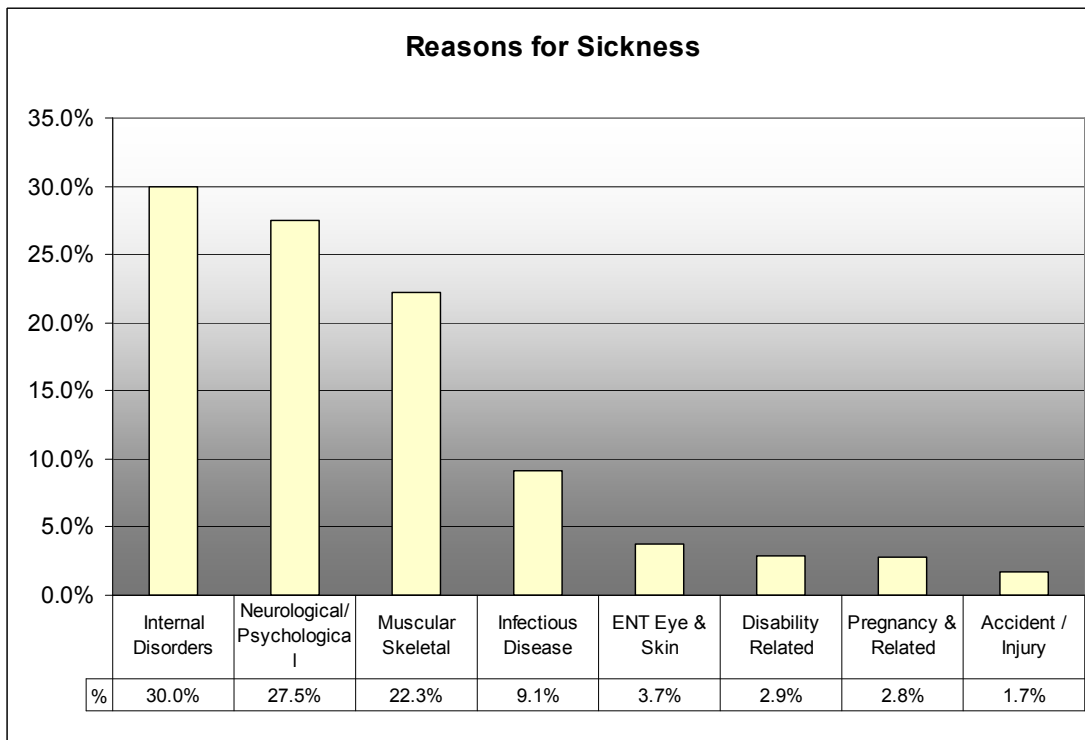
Annual average days sickness per person over five years



Reference data 20

Recorded reasons for sickness absence 2013-14

(1) Excludes where not stated

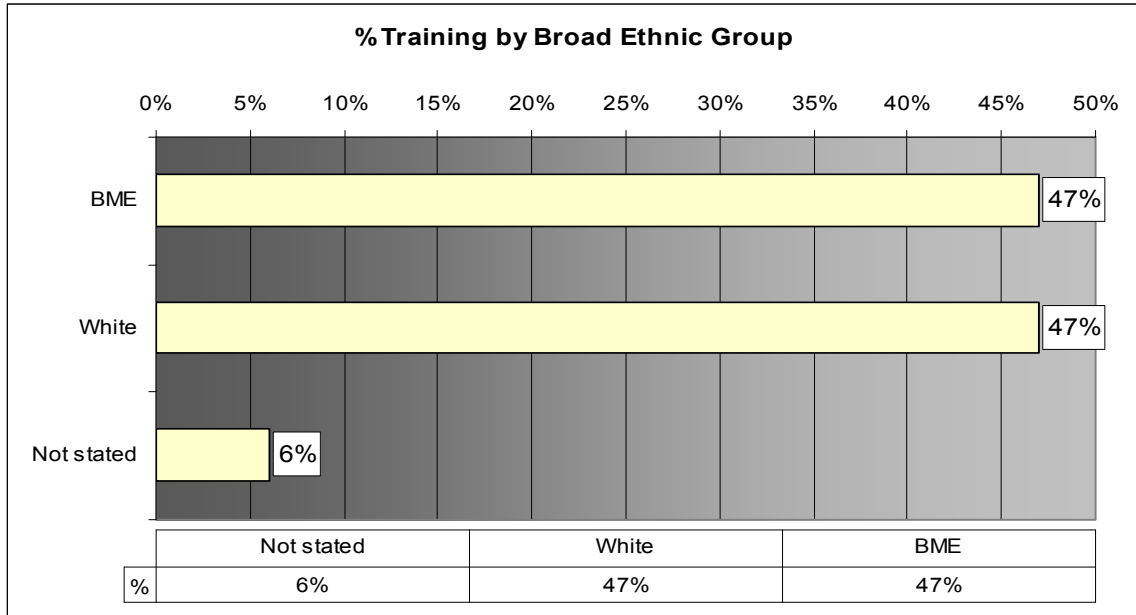


Section 5 – Learning & Development

1. It is stressed that the data below shows training activities coordinated by Organisational Development. Managers and staff record all other training/ learning and development locally.
2. The data suggests that when looking at training days:-
 - The proportion of those attending is broadly in line with; the proportion of people from different ethnic groups in the workforce, (*reference data 21*), the proportion of people who are disabled in the workforce. (*Reference data 22*)
 - The proportion of women attending training occasions/ days is higher than the proportion of women (52%) in the workforce. (*Reference data 23*)

Reference data 21

Employees attending training coordinated by OD & their ethnic origin¹



¹ Data relates to the number of training days and attendees on each of those training days, someone attending a 5 day training programme will be represented 5 times etc.

Reference data 22

Employees attending training coordinated by OD & whether they have a disability¹

	Numbers attending	% of those attending
Disabled	121	6%
Not Disabled	2071	94%
Total	2192	100%

Reference data 23

Employees attending training coordinated by OD & their gender¹

	Numbers attending	% of those attending
Female	1399	64%
Male	793	36%
Total	2192	100%

Section 6 - Disciplinary Investigations & Outcomes

Note – two separate activities are described in this section; staff subject to disciplinary investigation and the outcomes of disciplinary hearings. The information below is not necessarily linked, i.e. some of the cases are captured in “investigations” would not have reached the stage of a completed disciplinary hearing.

1. The numbers subject to disciplinary investigation and disciplinary action are a very small percentage of all employees. On 27 occasions disciplinary actions resulted in either a warning or dismissal. (*References data 26 & 27*). Those subject to such actions are 0.6% of all employees, (*key data*). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. gender, ethnic profile or disability is questionably statistically valid.

Reference data 24

Investigations by gender & by disability

	Female	Male	Total	Of those - disabled
Disciplinary Action Pursued	17	22	39	2
In Progress	7	11	18	2
Total¹	24	33	57	4

¹ Note in addition 11 investigations resulted in a guidance interview; on 12 occasions there was no further action.

Reference data 25

Investigations by broad ethnic origin

	BME employees	White employees	Not stated	Total
Disciplinary Action Pursued	29	9	1	39
In Progress	15	3		18
Total¹	44	12	1	57

¹ Note in addition 11 investigations resulted in a guidance interview; on 12 occasions there was no further action.

Reference data 26

Disciplinary action by gender & by disability

	Female	Male	Total	Of those - disabled
Dismissal	5	5	10	
Final written warning	5	8	13	1
Written warning	1	3	4	1
Total²	11	16	27	2

² Note in addition

- 1 discipline resulted in a guidance interview;
- On 4 occasions there was no further action.
- On 2 occasions the employee resigned during a disciplinary process

Reference data 27

Disciplinary action by broad ethnic origin

	BME employees	White employees	Not stated	Total
Dismissal	5	4	1	10
Final written warning	10	3		13
Written warning	2	2		4
Total²	17	9	1	27

² Note in addition

- 1 discipline resulted in a guidance interview;
- On 4 occasions there was no further action.
- On 2 occasions the employee resigned during a disciplinary process

Section 7 - Capability Action & Outcomes

- The numbers subject to capability action are a small percentage of all employees. Putting aside those still in progress at year end, (13 cases) (*References data 28 & 29*), 15 concluded cases represents 0.3% all employees, (key data). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 28

Capability action by gender & by disability

	Female	Male	Total	Of those - disabled
Dismissal	3	5	8	
In progress	9	4	13	1
Other outcomes	4	2	6	1
No action		1	1	
Total	16	12	28	2

Reference data 29

Capability action by broad ethnic origin

	BME employees	White employees	Not stated	Total
Dismissal	5	3		8
In progress	6	3	4	13
Other outcomes	2	4		6
No action		1		1
Total	13	11	4	28

Section 8 - Staff Complaints

Note this data relates to individual employee complaints that require a formal process to resolve. Many complaints can be resolved informally or through mediation; all parties are encouraged to pursue such actions as a first step.

1. The numbers of staff that submit a formal complaint at stage 1 are very few. (*Reference data 30 & 31*); 31 employees represent 0.6% of the workforce. (*Key data*).
2. Stage 2 complaints are those where the employee is not satisfied with the outcome at stage one and identifies valid grounds for appeal.
3. Where there are such small numbers drawing conclusions at a more detailed level, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 30

Stage 1 complaints by gender & by disability

	Female	Male	Total	Of those - disabled
Informal resolution	4	1	5	
Mediation	1		1	
Not upheld	8	8	16	3
Upheld	1	1	2	
Partially upheld	4	3	7	2
Total¹	18	13	31	5

¹ In addition 9 stage 1 registered complaints were withdrawn.

Reference data 31

Stage 1 complaints by broad ethnic origin

	BME employees	White employees	Not stated	Total
Informal resolution	1	2	2	5
Mediation	1			1
Not upheld	9	4	3	16
Upheld	1	1		2
Partially upheld	3	4		7
Total¹	15	11	5	31

¹ In addition 9 stage 1 registered complaints were withdrawn.

Reference data 32

Stage 2 complaints by gender & by disability

	Female	Male	Total	Of those - disabled
Not upheld	6	3	9	1
Partially upheld	1		1	1
Total	7	3	10	2

Reference data 33

Stage 2 complaints by broad ethnic origin

	BME employees	White employees	Not stated	Total
Not upheld	7		2	9
Partially upheld		1		1
Total	7	1	2	10

Section 9 - Respect at Work

Note; the procedure will cover complaints on all forms of harassment, bullying or victimisation on the basis of someone's profile.

1. The numbers of employees making a formal complaint are few; 34 employees represents than 0.7% of the workforce.
2. Where there are such small numbers drawing conclusions at a more detailed level, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 34

Complaints by gender & by disability

	Female	Male	Total	Of those - disabled
Not upheld	10	11	21	1
Upheld	4	1	5	1
Partially upheld	6	2	8	
Total ¹	20	14	34	2

¹ In addition 3 complaints were withdrawn.

Reference data 35

Complaints by broad ethnic origin

	BME employees	White employees	Total
Not upheld	13	8	21
Upheld	2	3	5
Partially upheld	7	1	8
Total ¹	22	12	34

¹ In addition 3 complaints were withdrawn.

Section 10 - Recruitment

1. The numbers responding to advertised posts suggest that the council does not have difficulties in attracting large numbers of people of different profiles. (*Reference data 36*).
2. Reference data in tables 37-39 provide a snapshot of the outcome where the recruitment activity has been concluded with an offer made to an external candidate. Overall the impact has not been to change the overall profile of the council's workforce which as evidenced in *Key Data* is largely unchanged.

Reference data 36

All recorded response to advertisements & profile of applicants

	Number	As a % of applicants
Female	3465	54%
Male	2939	46%
Total	6404	100%
BME	4235	66%
White	2169	34%
Not known	0	0%
Total	6404	100%
Disabled	368	6%
Not disabled	6036	94%
Total	6404	100%

This shows the profile of all applicants to all advertisements that appeared during 2013-14; –

- Internally or externally advertised.
- Whether the recruitment exercise had been completed by the report date.
- Whether an appointment was made or not.

Reference data 37A

Recruitment concluded to offer stage – where **external** candidates offered & gender

	Male	Female	Total
Applications received	2769	3221	5990
As % of applicants	46%	54%	100%
Attending interview	398	546	944
Offered post	110	183	293
% of those offered post	38%	62%	100%

This table & those that follow show the profile of those applicants where-

- The recruitment activity exercise had been completed by to the report date.
- Where the activity resulted in the appointment of an external candidate
- This excludes all occasions where the advertisement was "internal only" or had not been concluded.

Reference data 37B

Recruitment concluded to offer stage – where **internal** candidates offered & gender

	Male	Female	Total
Applications received	170	244	414
As % of applicants	41%	59%	100%
Attending interview	75	113	188
Offered post	43	45	88
% of those offered post	49%	51%	100%

Reference data 38A

Recruitment concluded to offer stage – where **external** candidates offered & broad ethnic origin

	BME candidates	White candidates	Total
Applications received	3994	2046	5990
As % of applicants	67%	34%	100%
Attending interview	552	392	944
Offered post	151	142	293
% of those offered post	52%	48%	100%

Reference data 38B

Recruitment concluded to offer stage – where **internal** candidates offered & broad ethnic origin

	BME candidates	White candidates	Total
Applications received	291	123	414
As % of applicants	70%	30%	100%
Attending interview	125	63	188
Offered post	46	42	88
% of those offered post	52%	48%	100%

Reference data 39A

Recruitment concluded to offer stage – where **external** candidates offered & disability

	Not Disabled	Disabled	Total
Applications received	5646	344	5990
As % of applicants	94%	6%	100%
Attending interview (No.)	886	58	944
Offered post (No.)	281	12	293
Success rate overall %*	96%	4%	100%

Reference data 39B

Recruitment concluded to offer stage – where **internal** candidates offered & disability

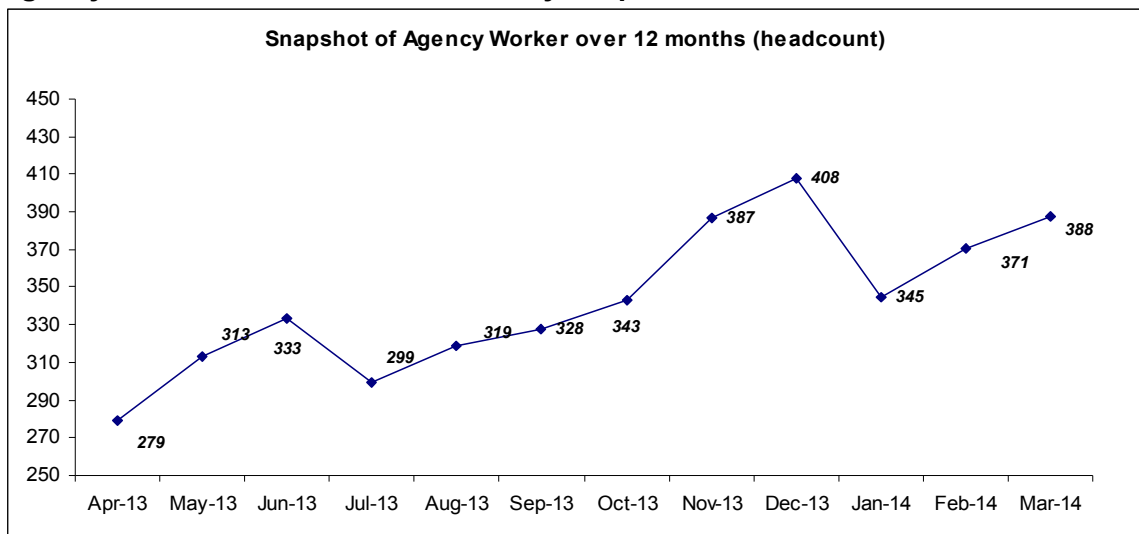
	Not Disabled	Disabled	Total
Applications received	390	24	414
As % of applicants	94%	6%	100%
Attending interview (No.)	180	8	188
Offered post (No.)	85	3	88
Success rate overall %*	97%	3%	100%

Section 11 – Agency Workers

1. Agency workers are not employees of the council. But are an important resource in the delivery of the council’s services. On the first working Monday of each month a snapshot is compiled of agency workers in use.
2. Monitors over the financial year 2013-14 show that numbers were exceptionally low in the opening months, but grew during the year. (Reference data 40)

Reference data 40

Agency Workers – numbers via monthly snapshot 2013-14 ¹

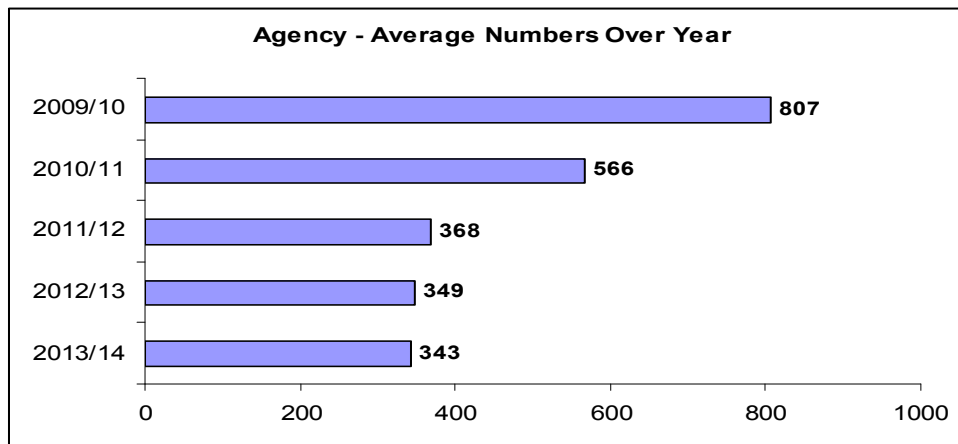


¹ The numbers of agency workers in use as at the monitoring date, i.e. first working Monday of each month.

3. Usage over this period was particularly influenced by the return of services from external providers to the council; and the need to provide short term support to support key initiatives and during periods of reorganisations. Despite this increase the average numbers of worker in use have declined year on year. (Reference data 41)

Reference data 41

Agency Workers – numbers 2009 - 2014



Appendix 1

Information on the community in Southwark & other London Boroughs

Southwark's workforce is drawn from across London & the South-east of England approximately 28%¹ of our staff were Southwark residents. It is however interesting to look at how the profile of the workforce compares to the Southwark community and where possible across London.

⁽¹Borough residency is not an indicator on HR records and this figure has been compiled from home address/ post code information).

This Section provides some basic information about the Borough drawn from the 2011 census.

It also includes key data comparing the council's workforce with other London boroughs. Albeit this must viewed with caution. Increasingly the services provided will differ between boroughs. This will, for example, impact on the gender profile where particular services remain male or female dominated. Service type and organisation size is also known to affect how organisations perform, for example sickness absence tends to be higher in large multi functional organisations.

Some key data is as follows.

Census data - Southwark borough

All data drawn from ONS census 2011 – key statistics

1. Population figures, gender & economically active comparisons

	Southwark borough information	England Country
2011 Population: All Usual Residents	288,283	53,012,456
2011 Population: Males	142618	26069148
	49.5%	49.2%
2011 Population: Females	145665	26943308
	50.5%	50.8%
Economically Active; Employee; Full-Time	42%	39%
Economically Active; Employee; Part-Time	9.9%	13.7%
Economically Active; Self-Employed	10.0%	9.8%
Economically Active; Unemployed	6.0%	4.4%
People aged 16 and over with 5 or more GCSEs grade A-C, or equivalent	10.2%	15.2%
People aged 16 and over with no formal qualifications	16.3%	22.5%

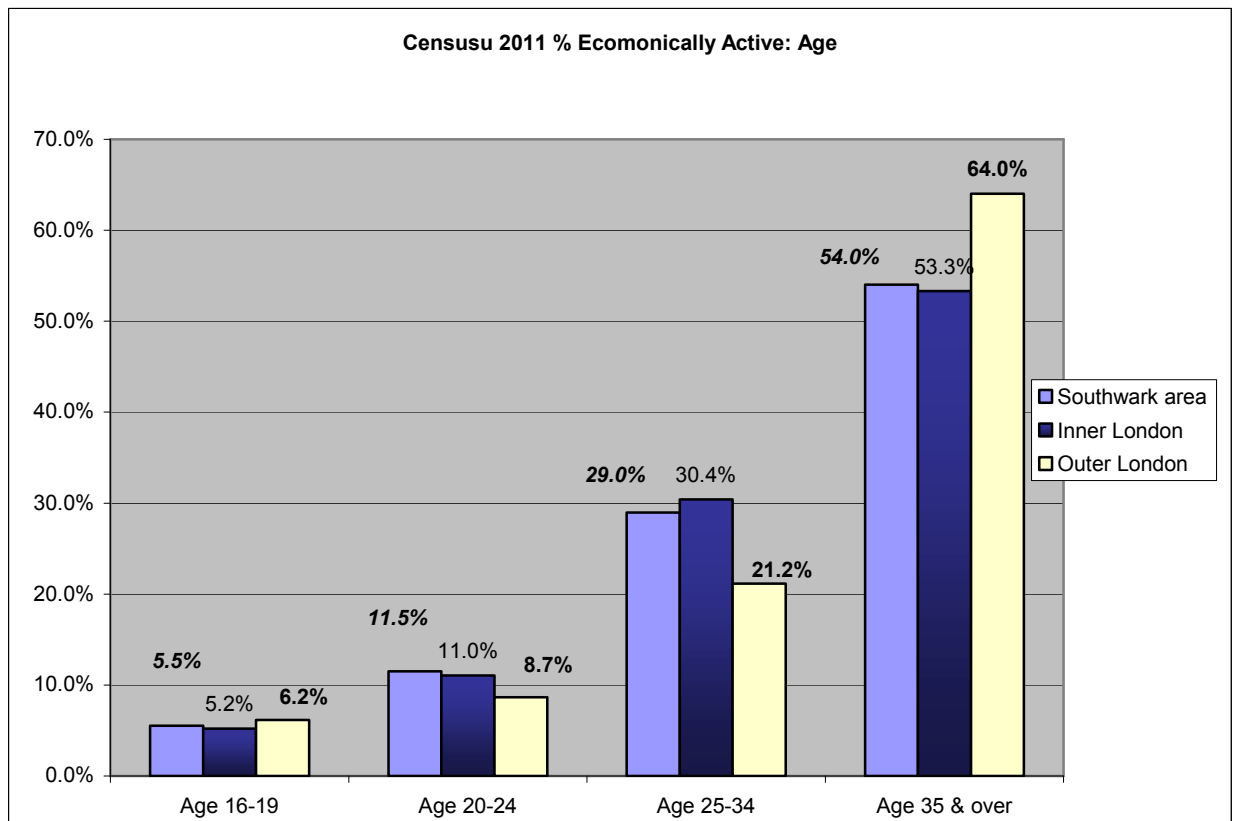
2. Occupations of all people in employment, March 2011

	Southwark	England
Managers, directors and senior officials	11%	11%
Professional occupations	26%	18%
Associate professional and technical occupations	17%	13%
Administrative and secretarial occupations	10%	12%
Skilled trades occupations	7%	11%
Caring, leisure and other service occupations	8%	9%
Sales and customer service occupations	7%	8%
Process, plant and machine operatives	3%	7%
Elementary occupations	12%	11%

3. Ethnic Origin

	Southwark – Borough (Numbers)	(%s)	London – Region (%s)	England – Country (%s)
All Usual Residents	288283			
White; English/Welsh/Scottish/Northern Irish/British	114534	39.7%	45%	79.8%
White; Irish	6222	2.2%	2%	1.0%
White; Gypsy or Irish Traveller	263	0.1%	0%	0.1%
White; Other White	35330	12.3%	13%	4.6%
White		54.2%	59.8%	85.4%
Mixed/Multiple Ethnic Groups; White and Black Caribbean	5677	2.0%	1%	0.8%
Mixed/Multiple Ethnic Groups; White and Black African	3687	1.3%	1%	0.3%
Mixed/Multiple Ethnic Groups; White and Asian	3003	1.0%	1%	0.6%
Mixed/Multiple Ethnic Groups; Other Mixed	5411	1.9%	1%	0.5%
Mixed		6.2%	5.0%	2.3%
Asian/Asian British; Indian	5819	2.0%	7%	2.6%
Asian/Asian British; Pakistani	1623	0.6%	3%	2.1%
Asian/Asian British; Bangladeshi	3912	1.4%	3%	0.8%
Asian/Asian British; Chinese	8074	2.8%	2%	0.7%
Asian/Asian British; Other Asian	7764	2.7%	5%	1.5%
Asian		9.4%	18.5%	7.8%
Black/African/Caribbean/Black British; African	47413	16.4%	7%	1.8%
Black/African/Caribbean/Black British; Caribbean	17974	6.2%	4%	1.1%
Black/African/Caribbean/Black British; Other Black	12124	4.2%	2%	0.5%
Black		26.9%	13.3%	3.5%
Other Ethnic Group; Arab	2440	0.8%	1%	0.4%
Other Ethnic Group; Any Other Ethnic Group	7013	2.4%	2%	0.6%
Other		3.3%	3%	1.0%
Totals		100.0%	100.0%	100.0%

4. Economically Active & Age Bands



Percentages compared number in each age band against total number of persons economically active.

Economically Active Includes full & part Time Students in Employment

Looking at 16-24 year banding in Southwark area

Total: numbers people economic active of these	12,982
<i>Of these -</i>	
Economically active (inc full-time students): In employment: Full-time	6%
Economically active (inc full-time students) : In employment: Part-time	12%
Economically active (ex full-time students) Unemployed and economically inactive (excluding students)	8%
Economically active full-time students: unemployed and economically inactive students	74%

Other Boroughs

The following information relates to year 2013/14. The data that is shown is based on no fewer than submissions from 31 of the 32 London boroughs.

In considering this information –

- The London mean data is shown.
- It must be re-emphasised that there are significant differences in the organisations presenting data, e.g. Newham has 5200 directly employed staff (headcount), Richmond just shy of 1500 directly employed staff (headcount).
- Organisations collect and define data in different ways, e.g. some councils extrapolate from survey information others such as Southwark rely on actual declarations.
- Only data which links to Southwark's statistics shown in the body of this report is shown.

1. Headcount of employees

- 2,903 staff

2. Average age

- 45.6 years. . Across London boroughs those in 16-24 years age band are 2.99% of the workforce, in Southwark the percentage is 3%. (Note there are significant variations in data submitted by boroughs in response to this question 1 x borough's return being 0.5%, another 8.5% - which is out of step with all other responses)

3. Gender profile

- Male 37.69%
- Female 62.31%

4. Disabled staff

- 5.13% of the workforce

5. Broad Ethnic Origin

Broad Ethnic Origin	%
Asian (inc Chinese)	10.88%
Black	20.34%
Mixed	2.81%
White	63.81%
Other	2.16%
Not known	9.67%

6. Sickness Absences

- Average sickness days per person 7.64days

Appendix 2

Concurrent Report from HR Director

This workforce report is presented in the context of the three year workforce strategy, (2013-2016), which was agreed by Cabinet in October 2013. Progress against that strategy will be reported back to Members, taking account of data presented in this report and making any necessary revisions to targets and ambitions. The following therefore is used to highlight key information in the previous sections.

Numbers & Structure

Year 2013/14 saw an increase in staff numbers to 4814 employees. This is 4% increase compared to 2012/13. The transfer of staff was the principal reason for the change, via TUPE & associated arrangements. This included large numbers joining the new arrangements for customer services but also at the start of the year Public Health colleagues. Recruitment activity has, however, been buoyant with 293 external candidates offered a post with the council. Southwark has a large directly employed workforce compared to other London boroughs.

At a departmental level there have been no changes to the organisational structure. But this was year 3 of a three-year cuts programme and reviews of services have led to 87 people leaving this year on redundancy. This number is however significantly less than the previous two years when 162 and 371 people left on this basis

Profile Data – Workforce

Despite these changes, the data shows that overall the workforce is stable in terms of its profile, (gender, ethnicity, age, disability).

As in previous reports, this data suggests that in terms of gender and ethnicity the council's profile is not out of step with the Southwark community.

Compared to other London boroughs –

- Southwark has a more balanced gender profile. The average proportion of female staff across London is 62.31%, in Southwark it's 52%.
- In terms of ethnicity, White staff make up 63.81% compared to 52% in Southwark.
- At an average age of 44.9 years, Southwark is marginally less than London boroughs' average of 45.6 years

HR Processes

Sickness absence rates showed a further decrease this year to an average of 7.49 days per person. A drop of 2.3% in average days; 7.49 days 2013/14 compared to 7.67 days in 2012/13. Any drop during a period of change and budget reductions must be applauded. Southwark is below the London boroughs' average of 7.64 days per person.

Disciplinary / Capability

The numbers subject to disciplinary and capability action are few and must be considered in the context of the workforce overall; for each procedure less than 1%

of the workforce. But we have a duty for those people and the organisation to ensure that action is legitimate, applied correctly and with proportionate outcomes.

Year on year, new measures have been put in place to safeguard the integrity of the collectively agreed procedures and deliver quality and equality proofed decisions

As a baseline, the Council has agreed, robust, legally-compliant procedures. At all stages, employees are represented and appeals processes are in place.

Panels are suitably experienced or trained, impartial and profile balanced. Care is taken to ensure quality in decision making through considered involvement of those with relevant subject knowledge, particularly in cases relating safeguarding, fraud and potential discrimination. Management capacity is strengthened through training delivered through ACAS and less experienced managers learning through direct participation alongside experienced corporate and operational managers who are in house subject experts

Monthly monitoring of disciplinary and capability cases and outcomes, ensures application is compliant with Council procedures, action is justifiable, and no perversities are apparent. Experienced HR practitioners advise managers on the most serious cases.

In terms of quality in investigations, protocols exist with Fraud and Safeguarding leads to ensure the interface between any criminal and employment procedures is appropriately managed. Allied to this as best practice, this year has seen an increase in the number of case strategy meetings and more rigorous management scrutiny of fact finding investigations and proposed disciplinary charges.

Scrutiny of outcomes has not shown any perversity and that disciplinary and capability dismissals have been for legitimate reasons. Disciplinary sanctions are for the right reasons and proportionate to the misconduct. At a senior level dialogue continues with the Trade Unions to ensure fair and proportionate treatment of all staff subject to formal procedures.

Agency Workers

Agency workers are not employees but an important part of our resourcing arrangements. Numbers changed over the year. Overall, the average numbers over the year were less than 2012/13 but usage at year end showed an increase. There have been various influences; rolling out of reorganisations and customer services in particular. But an area that will continue to be under scrutiny.

Performance Management of Staff

As part of the proposals agreed by Members in July 2013 (Report - Pay Award 2013 and Pay Scales), the grade ranges were altered which has enabled those previously on the maximum to have the potential to achieve an increment. Incremental awards for 2013/14 are proportionately higher than previous years but the monitor of awards shows no significant issues in relation to the profile of staff.

Despite some changes in staff numbers the profile of the council has remained consistent to previous years. Positively there were fewer redundancies and significant recruitment activity. Whilst there are areas which require continual monitoring and scrutiny, the data suggest that the council is in a stable state to

address challenges going forward and this will be explored further in considering progress against the workforce strategy.

Bernard Nawrat
HR Director

Item No. 10.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy 2015/16 to 2017/18: Scene Setting Report	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Fiona Colley, Finance, Strategy and Performance	

FOREWORD – COUNCILLOR FIONA COLLEY, CABINET MEMBER FOR FINANCE, STRATEGY AND PERFORMANCE

As we look forward to the next financial year, this report sets out the budgetary challenge ahead of us. Whilst there are many ways of measuring the scale of funding cuts we face – the government's preferred "spending power" measure, the straight forward cut in "start up funding" from government - the figure that is most important for us is the gap between the money we would wish to spend and the money we actually expect to be able to spend next year. At £31.4m this represents a 10% budget hole we need to fill – largely by reducing council spending.

Further ahead the picture is less clear. We can be sure that whoever forms a government following next year's election, cuts to local government funding are likely to continue, although having been amongst the hardest hit authorities since 2010 we certainly hope that the next round of cuts will not fall so disproportionately hard on the most deprived areas like Southwark. Our best estimates are those coming from London Councils and based on those we will be going out to consult on a need to reduce the council's budget by £90m over the next three years.

While the government's austerity measures are hitting the council's budgets hard, they are resulting in a great deal of hardship for many of our residents too. Over the first few months of this financial year we have seen a 20% increase in applications to the Southwark Emergency Support Scheme. The scheme provides furniture, white goods, food bank voucher, rent deposits and emergency cash for people in desperate situations. Despite this increasing need for help, the government's Social Fund grant, which was passed to councils to provide such emergency support, is being withdrawn! I am recommending that despite the removal of this government grant we should continue the Southwark Emergency Support Scheme to ensure we maintain a safety net for our hardest hit residents.

RECOMMENDATIONS

That cabinet:

1. note the reduction in the government's estimate of spending power for the council in 2015/16 of £18.8m as shown in paragraph 20 and the reduction in the government's estimate of start up funding for the council in 2015/16 of £33.5m.
2. note the changes in the council's estimates of grants due to the council in 2015/16 as shown in paragraphs 23 to 43.

3. note the actions and estimates provided by the council to address the gap between funding available and general fund spending, and the current predicted gap between resources available and general fund spending of £31.4m.
4. instruct officers to submit a further report to cabinet in December to include any further settlement information that becomes available, initial feedback from consultation and the revised budget gap, and to continue to work on budget options for a balanced budget in 2015/16 for presentation to the cabinet in January 2015.
5. agrees that the council's Southwark Emergency Support Scheme (SESS) should continue to be supported at current levels for the duration of this policy and resources strategy despite the removal of Social Fund grant.

BACKGROUND AND PURPOSE

6. This report is the first of the Policy and Resources Strategy revenue budgeting reports that will inform elected members during the 2015/16 budget setting process.
7. This report provides updates on:
 - 2014/15 budget monitoring
 - 2015/16 policy and resources strategy
 - the Autumn Statement
 - revenue spending power
 - start up funding assessment
 - changes in grant funding
 - budget pressures
 - actions to meet the challenge
 - current predicted gap
 - budget consultations
 - 2016/17 and 2017/18 policy and resources strategy
 - The next steps for preparation of the 2015/16 budget.

KEY ISSUES FOR CONSIDERATION

2014/15 Budget Monitoring

8. The council agreed a balanced general fund budget of £308.2m on 26 February 2014 based on a nil council tax increase, and £6.2m use of reserves, giving a budget of £314.4m. The council also approved budget decisions including reductions of some £25.9m within general fund for 2014/15.
9. The 2014/15 position as at quarter 1 was reported to cabinet on 16 September 2014 and a further report will follow in November. The quarter 1 position showed the council was on track overall to deliver those savings and stay within the budget across both the General Fund and the Housing Revenue Account. However, within that overall picture there are sizeable variations and risks which the council will continue to monitor.
10. Action taken to compile the 2014/15 budget included identifying savings from strategic financing, efficiencies across the council, better council tax collection and an increase in the council tax base.

11. The 2014/15 budget includes £4m for contingency, held to meet unforeseen costs that may arise during the year within departments that strategic directors are unable to contain. At quarter 1 no significant pressures have been identified that will require a call against this contingency. This will be used as the first call to pay the £6.2m contribution from reserves which is already included in the draft budget for 2015/16.

2015/16 Policy and Resources Strategy

The Autumn Statement

12. No details of when the autumn statement will be presented have been announced, but indications are that it will be in early/mid December 2014.
13. There is currently little information as to the content of the autumn statement. However following the publication of the "One North Report" in August 2014, the chancellor of the Exchequer has announced that plans to devolve new money and civic powers to the north of England are to be worked up over the next five months in order to form the centrepiece of December's autumn statement.
14. The government are consulting on the provisional settlement on the basis that their indicative figures are not likely to change.

Spending Power

15. The term "revenue spending power" was first introduced by the government as part of the 2011/12 Local Government Finance Settlement. It is made up of retained business rates, top up grant, revenue grant and council tax income along with a selection of specific grants and NHS support for health and social care.
16. Over the four year period from 2011/12 Southwark as a council and London as an area have borne a disproportionate share of the reductions.
17. Since 2010/11, Southwark have will have lost a lost a total of £75.1m revenue spending power by the end of 2014/15.
18. Revenue Spending Power masks the reduction in formula grant. In 2011/12 Southwark's spending power was 8.4% while the reduction in formula grant was 11.3%. For 2014/15, the reduction in spending power is 6.0%, while the reduction in start up funding is 9.6%.
19. As part of the provisional local government finance settlement 2014 to 2015 the government provided an illustrative spending power for 2015/16. The calculations were based on a cap to spending power reductions of no more than 6.9% but this is subject to change. The calculations also include the pooled NHS and LA Better Care Fund.
20. The figure for Southwark's illustrative 2015/16 revenue spending power was £335.8m which is £18.8m lower than in 2014/15 and represents a 5.3% decrease.

Changes in Start up funding assessment

21. Indicative figures from the government show that Southwark faces a further £33.5m (14.7%) reduction in our settlement funding assessment (SFA) in 2015/16. Total resources from government fall from £230m to £196.5m.

22. The start up funding assessment also includes the business rates which the council can retain. The table in paragraph 59 shows that retained business rates are predicted to rise from £59.2m to £60.7m in 2015/16.

Changes in Grant Funding

New Homes Bonus and the local growth fund

23. Following the 2013 spending review and the creation of a Single Local Growth Fund to be devolved to Local Enterprise Partnerships (LEPs), it was announced in the 2013 autumn statement that London authorities would have their NHB top-sliced, and that the pooled element of New Homes Bonus (£70m) will be transferred to the Greater London Authority, with advice on spending being offered by the London Local Enterprise Partnership.
24. Southwark are currently forecasting NHB receipts of £13.7m in 2015/16, an increase of £2.7m over the £10.8m 2014/5 funding level. When 35% of this is held back for the pool, Southwark would receive £8.9m and the remaining £4.8m would go to the GLA.
25. This represents a net reduction in NHB of £1.9m over the sum included in the 2014/15 budget to support revenue funding. This reduction has been included in the current budget calculations.
26. It is still unclear from government sources whether this top slice is for 2015/16 only or whether it will be ongoing. Current estimates are assuming that the top-slice will continue.
27. The council will continue to lobby for the top slicing to be removed for London, as it has been for the rest of the country.
28. However the council is also engaging with the LEP and has made a joint application with Lambeth and Lewisham for a constructions skills centre to be located in the heart of the regeneration programme at the Elephant & Castle. The skills centre hub, to be in place by 2016/17, will focus on both skills training and employment and form part of a package of delivery involving other skills centres in Deptford and Vauxhall. They will provide pathways for employment and a career in construction and development for our local residents.

Better Care Funding

29. The £3.8 billion Better Care Fund (BCF) was announced by the government in the June 2013 Spending Round, with the aim of delivering better, more joined-up services to older and disabled people, to keep them out of hospital and to avoid long hospital stays.
30. Indicative figures from the government gives Southwark's allocation as £20.5m in 2015/16 an increase of £10.2m over the government announced adjusted 2014/15 grant of £10.3m. The government show the £10.2m increase as included in the government's assessment of Southwark's spending power, which means it should be available for spending on council services.
31. The BCF is a pooled budget that shifts resources into social care and community services for the benefit of the NHS and local government. This means that

although this included in Southwark's spending power allocation, full grant funding will not necessarily be received.

32. The current budget model includes the full use of the additional BCF in 2015/16 to support the council's revenue budget, which does represent a risk. This will be reviewed during the budget process as 2015/16 allocations and governance become clearer, in the context of the Better Care Fund resubmission of September 2014 to NHS England.

Local Welfare Provision (Social Fund grant)

33. In 2014/15, Southwark will receive some £1.627m of local welfare provision grant.
34. The government have announced that this grant will cease from 2015/16, Currently the budget scenario includes the removal of both grant income and expenditure budgets, a net zero effect on the budget.
35. The council has been receiving a funding from the Social Fund which has been used for the Southwark Emergency Support Scheme (SESS).
36. The SESS Scheme is operated as a voluntary sector model through Community Action Southwark. The majority of items provided in the past relate to goods such as cookers, fridges, and starter packs for families. The council has made some payments in emergencies for utilities via the credit union, and also for food vouchers via Pecan. The council has a partnership with St Giles for rent deposits for ex offenders.
37. Experience to date is that applications are increasing and the council recognises the vulnerability of those applying for and receiving funds from the SESS. It is therefore recommended that cabinet maintain it at current levels for the duration of this Policy and Resources strategy.

HB Admin subsidy, localised council tax support and council tax support

38. There is a likely fall out of three grants totalling £5m. Currently the budget scenario includes the removal of both grant income and expenditure budgets, a net zero effect on the budget. This should be recognised as a risk within the indicative budget.

Council tax freeze grant

39. The government have announced that 2014/15 council tax freeze grant will be transferred into the settlement funding allocation (SFA) from 2015/16.
40. No formal announcement has yet been made as to whether there will be a further council tax freeze grant for 2015/16. However, council tax freeze grant has been included in the indicative 2015/16 spending power calculations at a level to make funding available to allow authorities to freeze council tax in 2015/16, at a level equivalent to a 1% increase. The threshold which would require an authority to hold a referendum if exceeded by a council tax increase has not been announced and as for 2014/15 is set at 2%.

Free School Meals

41. In 2013, The Deputy Prime Minister announced that all infants at schools in England would get free school lunches from September 2014. When the 2014/15 budget was set there had been no indication from the government of how much the funding would be, and an estimate of £1.5m was included in the 2014/15 budget. It has recently been announced that Southwark's indicative grant funding for 2014/16 will be £1.607m, some £107k higher than estimated.
42. Based on the current grant funding, the full year effect would be around £2.5m. An additional £1.0m has been included in the budget figures for 2015/16. When indicative figures for 2015/16 are announced, the difference between the indicative sum and the £1.5m already included in the budget, will be included in the budget calculations.

Public Health Grant

43. Current modelling is based on a freeze on public health grant at the 2014/15 level.

Budget Pressures and Commitments

44. The council faces a number of budget commitments and growth or cost pressures as it prepares the 2015/16 budget.
45. Employee costs have been modelled to show a 1% increase for 2015/16 at £1.8m growth based on current estimates of likely pay award.
46. The council calculates "alternative inflation" for long term contracts tied to industry specific rates of inflation. This does not have a single rate, and the current budget is based on contractual inflation modelling at an increase of £2.1m.
47. Due to pressure on budgets, no allowance for general inflation effects has been provided for in the budget since 2010/11. Other costs and income have now been increased and are therefore shown as cash limited with zero increase, meaning the council is absorbing inflationary pressures.
48. Concessionary fares is the name given to the scheme for the London Freedom Pass which is issued to all older and disabled Londoners to give free travel on almost all public transport in London. The Freedom Pass scheme is administered by the organisation London Councils and costs are recharged to individual London Boroughs on the basis of journeys travelled. Cost pressures include an additional £800k for concessionary fares based on London Council estimates.
49. Costs pressures also include £4m for meeting the Southwark ethical care charter commitments, designed to tackle poor working conditions in care in order to improve the quality of care that people receive, in accordance with the cabinet decision on 22 July 2014.

Actions to meet the challenge

50. A number of measures to meet the challenge of delivering a balanced budget in 2015/16 have already been taken and are incorporated in budget projections.

51. These include the prudent use of reserves. In years prior to 2012/13 reserves were used to balance the budget, but the first call on the proceeding years balance was the replenishment of the reserve.
52. Since 2012/13 Southwark a total of £16.8m has been taken from reserves to support the budget. The effect on reserves was somewhat mitigated because there had not been any call on the contingency budget, allowing it to be put into reserves to support the budget process.
53. The Strategic Director of Finance and Corporate Services recognises and accepts that it is necessary to make some prudent use of balances through the period of introduction of new funding arrangements for local government and the general cutbacks in public expenditure. He recognises also that this expedient can only be short term and that year on year the council target must be to remove any dependency on reserves and balances order to reconcile resources with spending needs. The 2015/16 budget proposals include a further £6.2m use of reserves.
54. The budget modelling includes a further growth in the council tax base, as new properties are brought into the council tax list.
55. The modelling shows a further 0.25% increase in council tax collection.
56. The modelling does not include any increase in the Band D council tax rate.
57. The budget is modelled on government and London Council's projections on the retention of business rates, and reflects the expansion of premises subject to business rates in the council area.
58. The first round of the 2015/16 budget challenge meetings were held between 27 August and 16 September with Cabinet Members and Strategic Directors. Further meetings are planned to continue to work towards a balanced budget for consideration in January 2015.

Current predicted gap

59. The current budget model shows a gap of £31.4m as shown in the table below

Para Ref	Item	2015/16 Indicative Budget £m
	Resources	
	Retained Business Rates (DCLG)	(60.7)
	Business rates top-up (DCLG)	(45.3)
	Revenue Support Grant	(88.0)
	Total Start up funding	(194.0)
	Estimated increase in Business Rate Collection	(2.5)
21	Total funding from business rates and government	(196.5)
	Council Tax baseline from 2014/15	(78.2)
54	Taxbase increase (2%)	(1.6)
55	Budgeted increase in collection levels by 0.25%	(0.2)
56	Council tax change	0.0
	Total revenue from council tax	(80.0)
	Total funding before contribution from balances	(276.5)

Para Ref	Item	2015/16 Indicative Budget £m
	Current contribution from balances	(6.2)
	Total Resources	(282.7)
	2014/15 budget starting point	314.4
	Inflation	
45	Employees (1% increase)	1.8
46	Contractual inflation	2.1
47	Other costs and income (0% - cash limited)	0.0
48	Concessionary Fares (Freedom Pass)	0.8
	Commitments	
49	Southwark Ethical Care Charter	4.2
	Grants	
25	New Homes Bonus	1.9
32	Better Care NHS Funding (subject to submission Sept 14)	(10.2)
38	Others: note net nil but present a risk if expenditure of £5m is not also reduced by the same amount	0.0
40	Net change in council tax freeze grant	(0.9)
	Proposed Budget	314.1
	Net Shortfall before efficiencies, savings, and other growth items	31.4

Budget Consultation – Engaging With The Community

60. Extensive budget consultation was undertaken to inform the 2014/15 budget, and the main themes arising have continued to guide the preparation of the 2015/16 budget. These include maximising efficiencies rather than service cuts, and continuing to protect front line services supported by savings from back office functions.
61. The main consultation on the 2015/16 budget with the community is planned to take place at community councils in November. Other events are being planned which may take place earlier. At the same time the council is undertaking a consultation on the draft council plan, which will also inform the budget process.
62. The consultation will take the same format as for 2014/15. The community will be asked to identify services that they consider should be kept, increased, cut or protected, with the aim of identifying £90m in savings over the years 2015/16 to 2017/18.
63. The results of the budget consultations will be reported to committee as part of the budget setting process, will be taken into account as the budget is prepared.

2016/17 and 2017/18 Policy and Resources Strategy

64. No indicative announcement has been made with regard to funding beyond 2015/16, however the 2014 Spending Review did announce high levels of funding reductions for the entire period of the spending review. London Councils have modelled further reductions in funding for 2016/17 and 2017/18. These will need

to be challenged and verified as they appear to show a disproportionate effect on London compared with elsewhere, and on Southwark as a council within London.

65. At the present time, the funding position beyond 2015/16 is therefore subject to considerable uncertainty and conjecture.
66. Advice received from London Councils suggests that local authorities should expect cuts of the same magnitude in 2016/17 and 2017/18. The council's budget consultation, explained in paragraphs 60 and 61 will ask for comments in the context of savings of £90m over three years.
67. For long term financial planning purposes, it would be desirable to be able return to full three year budgeting, at least, and this is a recommendation from the external auditors. However the lack of information from government in terms of indicative funding for 2016/17 and 2017/18 make it difficult to construct a robust financial plan. The council will be guided by further information arising following the national election in May 2015 and possible changes to overall government funding allocations to the benefit of local government. The council will keep under review the capacity to publish a meaningful long term budget.
68. Some services have been brought in-house by the council, which has enhanced service delivery and increased efficiency of those services. It should be noted that as more services are delivered in house rather than by contract, this could lead to the need to make even greater savings from staffing, rather than from contracts.
69. Proposals under the Sustainable Communities Act 2007 such as the power for local authorities to introduce a local supermarket levy may influence later budgets. The supermarket levy would be 8.5% of the rate on large retail outlets in their area with a rateable annual value not less than £500,000; and the revenue from this levy would be outside retained business rates calculations, and 100% would go directly to the local authority.
70. Derby City Council has submitted a proposal to the government to introduce the supermarket levy. The government now until January 2015 to respond to the proposal. If agreed, the timescale involved in getting primary legislation agreed would make unlikely that this could form part of the council's 2015/16 budget planning.

Next Steps

71. Work is continuing to develop the budget proposals and includes the work undertaken by the Leadership Network looking at reducing and integrating services, multi-agency working, managing down demand and digital by default. In addition the council will continue to look at the effectiveness and efficiency of back office services. Proposals around strategic finance issues such as bad debt provision will be explored. Further to this report, officers will consider further options and present a further report to cabinet on 9 December 2014. However it is unlikely that the provisional 2014/15 finance settlement will have been announced in time for this to be included in the report. If the provisional settlement is announced before cabinet a briefing will distributed either before or at the meeting as time allows.
72. A timetable of scheduled meetings leading up to council tax setting is shown below, as detailed on the forward plan.

Date	Meeting	Current forward plan description	Summary of decision to be made
09/12/14	Cabinet	Policy and Resources Strategy 2015/16 - 2017/18: provisional settlement	To note the council's deliberations for the 2015/16 general fund revenue budget, to report initial feedback from public consultation to the cabinet and agree the next step in the budgeting process
27/01/15	Cabinet	Policy and Resources Strategy 2015/16 - 2017/18 - revenue budget	Cabinet to recommend a balanced budget for 2015/16 to council assembly in Feb 2015
10/02/15	Cabinet	Policy and Resources Strategy 2015/16 - 2017/18 - revenue budget	To recommend a balanced budget for 2015/16 to council assembly in February 2015
26/02/15	Council Assembly	Policy and Resources Strategy 2015/16-2018/19 revenue budget	To agree a balanced budget for 2015/16
26/02/15	Council Assembly	Setting the Council Tax 2015/16	To set the council tax levels for 2015/16

Community impact statement

73. Transparency and fairness form part of the seven budget principles and are an underlying principle in the Council Plan. As with the 2014/15 budget, each department will undertake equality analysis on its budget proposals.
74. Undertaking equality analysis will help the council to understand the potential effects that the budget proposals may have on different groups. The analysis will also consider if there may be any unintended consequences and about how these issues can be mitigated. Analysis will also be undertaken to consider any cross-cutting and organisation-wide impacts.
75. The equality analysis undertaken will build on previous analysis including the equality impact assessments carried out as part of 2013/14 budget setting and the equality analysis undertaken on decisions to implement the budget this year. The development of equality analysis will commence now to ensure that it informs decision making at each stage of the budget process.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

76. The constitution determines that cabinet consider decisions regarding the strategic aspects of the regulation and control of the council's finances. The council has a legal obligation to set a balanced budget on an annual basis as prescribed in the Local Government and Finance Act 1992 and associated Regulations. The issues contained in this report will assist in the future discharge of that obligation.

77. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
- Eliminate unlawful discrimination harassment and victimisation
 - Advance equality of opportunity between people who share protected characteristics and those who do not
 - Foster good relations between people who share protected characteristics and those who do not.
78. Decision makers must understand the effect of policies practices and decisions on people with protected characteristics.
79. Equality impact assessments are the mechanism by which the council considers these effects. The report sets out how it is proposed equality impact assessments will be undertaken in relation to the budget proposals.
80. It is essential that cabinet give due regard to the council's duty under the Equality Act 2010 and the implications for protected groups in the context of that duty in relation to this decision and future decisions on the budget proposals.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources 2014/15 to 2016/17: cabinet 28/01/14 (Item 11)	160 Tooley Street PO Box 64529 London SE1P 5LX	Jennifer Seeley 020 7525 0695
Link: http://moderngov.southwark.gov.uk/ielistdocuments.aspx?CId=302&MId=4554&Ver=4		

APPENDICES

No:	Title
None	

AUDIT TRAIL

Cabinet member	Councillor Fiona Colley, Finance, Strategy and Performance	
Lead officer	Duncan Whitfield, Strategic Director of Finance & Corporate Services	
Report author	Jennifer Seeley, Deputy Finance Director	
Version	Final	
Dated	10 October 2014	
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	10 October 2014	

Item No. 11.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		New Southwark Plan – Issues and Options	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Mark Williams, Regeneration, Planning and Transport	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION, PLANNING AND TRANSPORT

This New Southwark Plan sets out how we will deliver further regeneration and wider improvements for our great borough in the years to come. We have welcomed development to our borough, providing much needed homes and affordable homes for our residents, along with jobs - both in construction and in the completed schemes themselves. At the same time as welcoming new development we have maintained a strong commitment to preserving and enhancing the historic nature and identity of our borough. Our location, with large amounts of our borough being in Central London, provides an opportunity for all of Southwark's residents to benefit from new developments. Looking to the future we must answer the pressing need for housing - of all tenure types - for our residents, we need more affordable homes and in particular new council homes. To meet this need, Southwark has an ambitious target to deliver 11,000 new council homes by 2043 with the first 1,500 by 2018. This New Southwark Plan sets out that we expect to deliver a significant proportion of these through new developments, as well as through estate infill and regeneration. By working with our communities and local residents we will identify opportunities to deliver an increase in council homes on our existing estates. We have set out in our Council Plan a Fairer Future promise to make Southwark an age-friendly borough and this New Southwark Plan will help to promote a wider range of different types of homes that help to meet the needs of an aging population. The regeneration of the former Heygate Estate and the wider Elephant and Castle continues to gather pace and is a clear demonstration of our commitment to improving the lives of our borough's residents. To enable further estate regeneration we have adopted the Aylesbury Area Action Plan and are making great progress with the Canada Water Area Action Plan, Peckham and Nunhead Area Action Plan and will shortly begin work on the Old Kent Road Area Action Plan. All of these plans will help realise the potential of these distinct areas and deliver the homes and jobs our residents so desperately need.

This new plan also contributes to the borough's new responsibilities for public health and helping our residents lead healthy and active lives. This plan complements our new Cycling Strategy which will set out how we will unlock the cycling network for our borough and help us get many more residents cycling. We continue to take a firm stand on limiting payday lenders who blight many of our high streets and town centres. This New Southwark Plan also sets out visions for all of our borough's neighbourhoods including Camberwell, Borough, Tower Bridge, Bankside, Bermondsey and The Blue, Blackfriars Road, Dulwich and Herne Hill. I look forward to hearing from residents, businesses and community groups from across our borough on the options and issues set out in this New Southwark Plan. By working

together we can continue delivering the homes, jobs and high quality public spaces our borough needs.

RECOMMENDATIONS

That cabinet:

1. Agree the New Southwark Plan Issues and Options (Appendix A) for consultation.
2. Note the consultation plan (Appendix B).

BACKGROUND INFORMATION

Background to the New Southwark Plan

3. The council has prepared a set of issues and options for consultation. The New Southwark Plan will form part of Southwark's development plan along with the London Plan and area action plans. It is a regeneration strategy for Southwark and will be used to make decisions on planning applications. While the New Southwark Plan must be in general conformity with the London Plan (2013) and the National Planning Policy Framework (2012), it can adapt some of these policies to reflect specific issues in Southwark. It will replace the Core Strategy (2011) and saved Southwark Plan (2010) policies.
4. The Southwark Plan will be prepared with several stages of consultation taking place between 2013 and 2017. The first stage of consultation was the *issues* consultation from October 2013 to February 2014. This consultation was a community conversation on 'Health of the High Streets'. These issues and options set out a detailed strategy for regeneration in Southwark and the Council's approach to planning to deliver the Fairer Future promises updating the strategy and area visions in the Core Strategy.
5. There are visions for: Aylesbury, Bankside, Bermondsey and the Blue, Blackfriars Road, Camberwell, Canada Water, Dulwich, Elephant and Castle, Herne Hill, London Bridge, Old Kent Road, Nunhead, Peckham and Tower Bridge Road.
6. The policies and implementation plan cover the following topics:
 - 'Homes' sets out the council's commitment to deliver 11,000 new council homes with a policy to make this happen. There are also requirements for density and residential design standards along with affordable, family, students, wheelchair access and private homes. There are questions about housing targets and Gypsy and Traveller provision.
 - 'Travel' sets out the council's commitment to providing cycling, walking and public transport infrastructure. There are also parking standards and requirements for locating large and trip generating activities in accessible locations to improve access and reduce pollution and congestion.
 - 'Business, employment and enterprise' sets out requirements for offices, railway arches, small businesses, employment and training. A question is also asked about how the preferred industrial locations should be protected and developed.
 - 'Town centres' sets out requirements for pubs, hot food takeaways, bookies and pay day loan shops, hotels, leisure, arts and culture. There are questions about

whether town centres and shopping frontages should be made larger or smaller and whether there should be one or more new town centres at Old Kent Road.

- 'Social infrastructure sets out requirements for schools, further and higher education along with community and health facilities. There is also a question about where faith facilities could be located.
 - 'Design, heritage and environment' contains requirements for local distinctiveness, design of buildings and places, active design, public realm, conservation, heritage, built form, archaeology, views, green infrastructure, community food growing, building heights, efficient use of land, adverts, shop fronts and telecommunications, open spaces, trees and biodiversity.
 - 'Sustainability' explains requirements for waste, energy, water, flooding and pollution
7. There are new proposals sites and changes to existing proposals sites, setting out required and acceptable land uses and policy requirements for each site. There is also a section on delivery and monitoring which explains how the policies and necessary infrastructure will be implemented.

KEY ISSUES FOR CONSIDERATION

8. The approach to regeneration has changed by:
- Addressing housing provision through the emphasis on provision of council housing, increasing density at Canada Water and allowing tall buildings in more circumstances.
 - Improving places through introducing policies for local distinctiveness, active design, green infrastructure, health and public realm.
 - Improving town centres and the health of residents by providing tougher requirements for loss of, and permission being provided for certain shops, leisure and cultural uses.
 - Increasing opportunities for cycling and walking with improved infrastructure.
 - Asking questions about the extent and function of preferred industrial locations and opportunities for improvements at Old Kent Road as a major regeneration area.
 - Greening through new infrastructure, tree protection and food growing.
9. There are updates to all of the visions. There are significant changes to Old Kent Road and there are new visions for Blackfriars Road and Tower Bridge Road.
10. There are new policies:
- DM1 Provision of 11000 Council Homes setting out the Council's approach to affordable housing.
 - DM8 New policy for age friendly housing to meet people's needs as they get older.
 - DM27 New criteria before pubs can be lost.
 - DM28 New criteria before take aways can be permitted.
 - DM30 New criteria before betting shops and pay day loan shops can be permitted.
 - DM 31 Additional protection for leisure, arts and culture.
 - DM37 A question about where to locate religious premises.

- DM41 New criteria to encourage active design.
- DM43 New policy to encourage distinctive locations.
- DM59 Increase the number and canopy of trees.
- DM60 Requiring development to support green infrastructure.
- DM61 Supporting community food growing.
- DM62 Sustainable development policy to show alignment with the NPPF.

11. There are updates to policies:

- DM4 Challenging the housing target being set out by the Mayor (2736 per annum) as too high and suggesting that the target should be more in line with current delivery.
- DM5 Increasing the density range at Canada Water and widening the requirements for exemplary design to all density ranges.
- DM11 Allowing for provision for other identified groups in addition to wheelchair housing.
- DM15 Increase the requirements for walking and cycling infrastructure.
- DM16 Removing protection from sites to deliver the Cross River Tram.
- DM17 Reducing the availability of car parking permits.
- DM19 New requirements for cycle docking and car clubs.
- DM21 Consulting on whether there should be a loss of preferred industrial locations.
- DM26 Considering whether there should be town centres at Tower Bridge Road and Old Kent Road and whether there should be changes to boundaries of other town centres.
- DM46 New criteria to allow tall buildings in more locations.
- DM57 To allow expansion of specified schools in specific locations in Metropolitan Open Land.

12. The implementation and monitoring sections will be updated as will the adopted policies map to reflect the changes. These will be provided in more detail at the preferred options stage once there is more certainty about the approach.

Consultation

13. The Planning and Compulsory Purchase Act 2004 (amended 2008), the Town and Country Planning (Local Planning) (England) Regulations 2012 (“the 2012 Regulations”), and the council’s statement of community involvement (2008) set out the consultation requirements for the New Southwark Plan.

14. The council will carry out extensive consultation on the New Southwark Plan. This will include a consultation plan for every stage of consultation and a consultation report. The consultation report summarises the consultation carried out on the Issues and the responses received.

Community impact statement

15. The purpose of the New Southwark Plan is to facilitate regeneration and deliver the vision of the sustainable community strategy, Southwark 2016, ensuring that community impacts are taken into account. We will prepare an equalities analysis and

a sustainability appraisal to make sure that the New Southwark Plan is having a positive impact on different groups and is delivering the most sustainable option.

Financial implications

16. There are no immediate resource implications arising from this report as any additional work required to complete the work will be carried out by the relevant policy team staff and budgets without a call on additional funding.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

17. The National Planning Policy Framework (“NPPF”) came into force in March 2012 and since then due weight when making planning decisions should be given to relevant development plan policies according to their degree of consistency with the NPPF.
18. The report identifies that the Core Strategy was adopted in 2011 whilst the relevant Southwark Plan policies were saved in 2010. There is therefore growing pressure to reconsider policies and the council is required by section 17, Planning and Compulsory Purchase Act 2004 to keep the development plan documents under review.
19. It is required that such documents set out the authority’s policies relating to the use and development of land in the borough. In order to allow a review of these policies it is necessary to consider what issues arise in respect of the current policies and what options the council has in setting new policies. The report sets this out at Appendix A.
20. The New Southwark Plan will emerge as a result of the series of consultations which will be carried out over the next few years. When appropriate it will be put forward for an independent examination in public when it will be considered as to whether or not it is compliant in accordance with the requirements of the 2004 Act (as amended). It is only after this process has been completed that the Plan can be considered for adoption which will fall to be determined by Council Assembly in accordance with paragraph 10 of part 3a of the Constitution

Human Rights Considerations

21. When the decision is taken to adopt the New Southwark Plan, then this potentially engages certain human rights under the Human Rights Act 2008. It is therefore essential that throughout the process of preparing the New Southwark Plan that there is robust public participation coupled with sustainability and equalities assessments. By undertaking the process as outlined in the report, the Council will be able to maintain the appropriate balance between making strategic policies for its communities against possible interference with individual rights. The issue of human rights will be specifically considered at the time the New Southwark Plan comes forward for adoption.

Strategic Director of Finance and Corporate Services (Ced/Md/14/26)

22. This report recommends that cabinet agree to consult on the New Southwark Plan – Issues and Options.

23. There are no immediate financial implications arising from the adoption of the recommendations, and staff time to effect these recommendations will be contained within existing budgeted revenue resources.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
London Plan 2011	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.london.gov.uk/priorities/planning/londonplan		
Southwark Statement of Community Involvement 2008	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.southwark.gov.uk/info/856/planning_policy/1238/statement_of_community_involvement_sci		
Saved Southwark Plan 2010	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.southwark.gov.uk/info/856/planning_policy/1241/the_southwark_plan		
The Core Strategy 2011	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.southwark.gov.uk/info/200210/core_strategy		
National Planning Policy Framework	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.gov.uk/government/publications/national-planning-policy-framework--2		

APPENDICES

No.	Title	Held at
Appendix A	New Southwark Plan – Issues and Options, October 2014	Hard copy circulated separately.
Appendix B	Consultation Plan	Hard copy circulated separately.

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration, Planning and Transport	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Juliet Seymour, Planning Policy Manager	
Version	Final	
Dated	10 October 2014	
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 Environment and Leisure	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Cabinet Member	Yes	
Date final report sent to Constitutional Team	10 October 2014	

Item No. 12.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Peckham and Nunhead Area Action Plan	
Ward(s) or groups affected:		Peckham, The Lane, Livesey, Peckham Rye, Nunhead	
Cabinet Member:		Councillor Mark Williams, Regeneration, Planning and Transport	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION, PLANNING AND TRANSPORT

The regeneration of Peckham and Nunhead is a key priority for Southwark Council, this will provide much needed new jobs, retail space and homes - including new affordable homes. The Peckham and Nunhead Area Action Plan (PNAAP) has been consulted on extensively with local residents, businesses and community groups over a number of years and will help deliver the continued regeneration of Peckham and Nunhead.

The Planning Inspector recently held an Examination in Public of the draft Peckham and Nunhead Area Action Plan, following this examination the inspector has requested the council make a number of amendments to the draft before it is adopted by the council. This report sets out these binding amendments and updates the draft Peckham and Nunhead Area Action Plan accordingly.

This report seeks cabinet approval for council assembly to consider the report of the inspector and to adopt the PNAAP incorporating the binding recommendations of the inspector.

RECOMMENDATIONS

That cabinet provide recommendations for council assembly to:

1. Consider the report of the Planning Inspector on the Peckham and Nunhead Area Action Plan (Appendices B and C).
2. Adopt the Peckham and Nunhead Area Action Plan (appendix A) as amended by the Inspector’s main modifications and the council’s minor modifications.
3. Note the sustainability appraisal (Appendix E), equalities analysis (Appendix G), consultation report (Appendix G), sustainability appraisal statement (Appendix H), appropriate assessment (Appendix I), adopted policies map (Appendix J) and main modifications consultation report (Appendix K).

BACKGROUND INFORMATION

Background to the AAP

1. The council has prepared an area action plan (AAP) for Peckham and Nunhead. The AAP will form part of Southwark’s development plan and will be used to make

decisions on planning applications. Whilst the AAP must be in general conformity with the London Plan (2013) and the Core Strategy (2011), it can adapt some of these policies to reflect specific issues in Peckham and Nunhead. Alongside the Core Strategy, it may also replace some of the saved Southwark Plan (2007) policies.

2. The AAP covers the majority of the area covered by the Peckham and Nunhead community council, covering Livesey, Peckham Rye, The Lane, Peckham, and Nunhead wards. Parts of Livesey and Peckham Rye wards are outside the AAP boundary.
3. The AAP has been prepared over a number of years, with six stages of consultation taking place between 2006 and 2012. The sixth stage of consultation was the *publication/submission* consultation from September to December 2012. This consultation was on the draft AAP. The publication/submission AAP sets out a detailed vision for Peckham and Nunhead which builds on the vision in the Core Strategy. It sets policies to make sure that over the next fifteen years we get the type of development to deliver the vision. It covers the following topics:
 - Enterprise and activity. This includes policies on shopping; arts, culture, leisure and entertainment; hot food takeaways; markets and businesses.
 - Community wellbeing. This includes policies on community facilities; schools; health facilities and sports facilities
 - Transport and traffic. This includes policies on active travel; public transport; the road network; parking for shopping and visitors and residential parking.
 - High quality homes. This includes policies on new homes to cover density standards and a minimum housing target; affordable and private homes and the mix and design of new homes.
 - Natural environment. This includes policies on open spaces including designating new open spaces; trees; energy and water, water, flooding and pollution.
 - Design and heritage. This includes policies on public realm; heritage; built form and building heights.
4. The publication/submission AAP also includes policies specific to each of the character areas and designates 32 proposals sites, setting out required and acceptable land uses and policy requirements for each site. There is also a section on delivery which sets out how the policies and necessary infrastructure will be implemented.
5. The publication/submission version of the AAP was taken to Cabinet and Council Assembly for agreement for formal consultation and submission to the Secretary of State, on 25 September 2012 and 17 October 2012 respectively.
6. The AAP was submitted to the Secretary of State for independent examination in March 2013. The Secretary of State subsequently appointed a Planning Inspector to examine the AAP.
7. The appointed Inspector wrote to the council on 26 April 2013, asking for the council's early response on a range matters. Within these matters he raised a number of concerns where he considered a 'main modification' may be required. Main modifications are changes that are considered significant changes to a plan, which require consultation before being able to be adopted as part of the plan. The Inspector is able to direct the council to make main modifications in order to make a plan sound. He is also able to consider main modifications suggested by the council after their final

stage of consultation prior to the submission to the Secretary of State. In this case, the council proposed one main modification to the Inspector for consideration based on his April note, and a number of minor modifications to provide clarity to the plan and factual updates.

8. An examination in public (EiP) took place from 23 July to 1 August 2013. At the EiP the Inspector considered the soundness of the AAP and whether the council has followed the correct procedural and legal requirements in preparing the AAP. He asked both the council and objectors to put forward their views on a number of issues and questions.

Main modifications consultation

9. Following the EiP the Inspector wrote to the council on 21 August 2013 to identify potential changes to the AAP which the Inspector wished to be the subject of further consultation to enable the Inspector to potentially include them as main modifications in his final report.
10. He asked the council to prepare a table of main modifications to reflect his post hearing note. He also required the council to prepare a list of minor changes to the AAP which we were asked to make public for information alongside the main modifications. The Inspector can only direct the council on main modifications. Minor modifications can be agreed by the council.
11. A report was taken to cabinet on 22 October 2013 for cabinet to agree to formally consult on the potential main modifications. A report delegated to the director of planning in October 2013 agreed the minor modifications. The main modifications were consulted on from 15 October 2013 to 6 January 2014. The minor modifications were also made public during this period.
12. On close of consultation, the council sent the representations received to the Inspector along with the council's comments on the potential main modifications. A report was taken to the cabinet member for regeneration and corporate strategy for an Individual Decision Maker decision in February 2014 to agree the council's response to the Inspector's potential main modifications.

Final report

13. The council received the Inspector's draft report for fact checking on 23 April 2014, and had 14 days to complete the fact check. The council responded to the Inspector on 7 May 2014 with some minor suggested factual corrections and clarifications. The final Inspector's final report was received on 13 May 2014.
14. The final report concludes that the council has met all the necessary legal and procedural requirements for preparing an area action plan, and that subject to the main modifications required by the Inspector the AAP is sound and can be adopted by the council.
15. The AAP has now been updated with the Inspector's required main modifications and the council's proposed minor changes (Appendix A) to be adopted by Council Assembly.

KEY ISSUES FOR CONSIDERATION

16. The Inspector's final report (Appendix B and Appendix C) confirmed that the Inspector found that:
- The council has complied with and satisfied the requirements of the 'Duty to Cooperate'. The Inspector concludes that the council has co-operated constructively, actively and on an on-going basis with the relevant authorities and bodies.
 - The AAP is legally compliant. The report confirms that the council has complied with its statement of community involvement in how it consulted on the AAP. It also confirms compliance with legal requirements relating to the publication of documents, advertising, notification and consultation.
 - Subject to the main modifications required by the Inspector (Appendix C) the AAP is sound and can be adopted by the council.

Main modifications

17. Appendix C sets out the main modifications required by the Inspector. All the modifications were consulted on by the council following the receipt of the Inspector's pre-hearing note. There have been some minor updates made by the Inspector to the precise wording of the main modifications following public consultation on the potential main modifications to reflect comments made in the consultation. One of the potential main modifications initially proposed by the Inspector in his pre-hearing note has also been removed from his final main modifications as the Inspector ultimately concluded that there was no need for this modification.
18. These main modifications must be incorporated into the AAP for the AAP to be able to be adopted. The final AAP (Appendix A) includes all the main modifications required by the Inspector.
19. In summary the main modifications are:
20. *Policy 4: Hot food takeaways.* The council previously suggested what we felt were minor changes to policy 4: Hot food takeaways to factually correct the location of Tuke School on figure 9 and to make it clear that figure 9 showing the schools is indicative as the policy restricts hot food takeaways around all secondary schools, whose location might change across the lifetime of the plan. The Inspector requires this change to be considered as a main modification.
21. *Policy 6: Business space, policy 27: Land use (Peckham core action area), policy 35: Land use (Peckham south).* The Inspector requests the policies and where relevant supporting text be amended to include reference to artist and creative enterprises within the policy and the supporting text. Whilst we already refer to this within other policies, his view is it also needs to be referred to within policy 6, 27 and 35 for the AAP to be sound.
22. *Policy 16: New homes.* The council proposed a minor factual update to the housing trajectory as there was year accidentally missing in the original graph. The Inspector requires this to be a main modification rather than a minor change. The trajectory and

associated wording has been updated to include the missing year and to reflect the removal of proposal site PNAAP 2 (see below).

23. *Policy 17: Affordable and private homes.* Overall the Inspector is content with the minimum 35% affordable policy but requires the wording 'subject to financial viability' to be inserted into the policy. The supporting text is also updated to reflect this wording and to cross refer to the council's Affordable Housing supplementary planning document. This is already the requirement within Core Strategy policy 6 and the Affordable Housing supplementary planning document and so the change is simply to repeat existing borough-wide policy.
24. The Inspector also requires a further change to this policy, the supporting text and the fact box on affordable housing to resolve the issue of non-conformity with the London Plan. At the publication/submission stage of consultation the Greater London Authority (GLA) issued the council with a letter of non-conformity with the London Plan, asking the council to include the product 'Affordable Rent' within the affordable housing policy. No resolution could be reached between the council and the GLA on this prior to the EiP, and so the GLA attended the EiP to put forward their view that the AAP is not in conformity with the London Plan. The Inspector's main modification now requires the council to remove the AAP's proposed requirement for 50% social rented and 50% intermediate within the required 35% affordable housing element, and make a commitment to looking at this borough-wide through the New Southwark Plan. The Inspector states that this will enable the AAP to be in conformity with the London Plan and the GLA have agreed this approach. This will mean that the council continues to use saved Southwark Plan policy 4.4 (until the New Southwark Plan is prepared), which requires a split of 70% intermediate and 30% social rent. The council will review this policy at a borough-wide level through the preparation of the New Southwark Plan, which is due for its first detailed stage of consultation from October to December 2014 and will be adopted in 2017.
25. *Policy 26: Building heights.* There was much discussion on this policy at the EiP and objections from some local residents and community groups, including in part from English Heritage. The Inspector's main modification places more emphasis on the area's heritage assets and wider historic environment, and places more of an emphasis on linking to an improved and generous public realm. The policy has been slightly restructured but in the view of officers the substance of the policy is similar to that in the proposed publication/submission AAP.
26. *Presumption in favour of sustainable development.* In the Inspector's April note, he asked the council to include a generic policy on the presumption in favour of sustainable development, in accordance with the National Planning Policy Framework in order to ensure a sound plan. The council subsequently suggested a main modification to this effect and the Inspector has taken this forward in his final main modifications.
27. *Proposals site PNAAP1: Aylesham Centre.* The Inspector's main modification requires a clarification to this figure to make it clearer the indicative capacities for non-residential and retail uses incorporate replacement of the existing uses on the site.
28. *Proposals site PNAAP2: Cinema/Multi-storey car park.* The Inspector is of the view that there is not enough evidence to justify including this site within the AAP due to its existing temporary uses and the existing cinema use. His main modifications require

removal of this designation throughout the AAP – within the policies, supporting text and proposal site designations. The removal of PNAAP2 also results in some changes to other parts of the AAP to remove reference to PNAAP2 including specifically within policy 26: Building heights.

29. The council previously questioned the Inspector on this approach setting out that the council's view is that the PNAAP2 designation is sufficiently flexible, in accordance with the National Planning Policy Framework tests of soundness to allow for a range of uses and different options for development of this site. The council put forward the view that it would be unusual for an AAP to provide no new site designation for a site in the centre of the action area.
30. However, the Inspector maintains that PNAAP2 designation must be deleted from the AAP in its entirety. As referred to within his report (Appendix B, paragraph 134) saved Southwark Plan policy 69P remains part of the development plan and will continue to apply to the site. Saved Southwark Plan site 69P states that A Use Class is the required land use and only allows residential and D Uses as other acceptable uses. The table in appendix B of the AAP is updated to cross refer to saved Southwark Plan proposals site 69P and to refer to this being reviewed through the preparation of the New Southwark Plan. The New Southwark Plan preparation and review will allow the council to amend the designation if appropriate to make it clearer that the council will continue to be committed to promoting and supporting creative industries and the local community in Peckham town centre subject to financially viable proposals being developed.
31. *Proposals site PNAAP4: Copeland Industrial Park and 1-27 Bournemouth Road.* The inspector's main modification requires the "required land use" of B use class to be defined as Class B1. This will make it clear that it is not suitable for industrial uses but more office based B1 uses, as discussed with the site owners at the EiP. This is the intention of the policy.
32. The main modification also requires the inclusion of wording to say "the continued use of the Bussey building by creative and artistic enterprises will be supported and encouraged."
33. *Proposals site PNAAP 6: Peckham Rye Station.* The main modifications request that the AAP includes an updated figure/map highlighting Blenheim Court and wording to say that it will be retained and made available for Class B1 business use and that the continued use of these premises by creative and artistic enterprises will be supported and encouraged.

Minor changes

34. In addition to the main modifications, it is proposed that number of minor modifications for factual accuracy and clarification be made to the AAP. These are shown in the table of minor changes in Appendix D. In summary these minor changes are:
 - Factual changes to ensure an up to date AAP at the time of adoption. The AAP was last taken to Council Assembly in October 2012 and since then there have been some changes in Peckham and Nunhead such as the completion of the East London Line. Factual updates have been made accordingly.

- Removal of some of the detail which was included in the October 2012 version of the plan to aid consultation. For example, the AAP included information on the Community Infrastructure Levy (CIL) which is now out of date, and it is more appropriate to cross refer to our website on CIL to ensure the AAP stays up to date.
- Correction of typos and formatting.
- Minor changes to reflect the main modifications changes.

Final AAP for adoption and next steps

35. The final AAP (Appendix A) incorporates all the main modifications and minor modifications. Adoption of the AAP will also result in some updates to the Adopted Policies Map to include new (and amended proposals sites designations), new and amended protected shopping frontages and changes to the core action area and town centre boundaries. The updated adopted policies map (Appendix J) has been updated to include all the new and amended boundaries and designations.
36. Following the adoption of the AAP, the council will review the effectiveness of the implementation of the policies through our authority's monitoring report.

Consultation

37. The Planning and Compulsory Purchase Act 2004 (amended 2008), the Town and Country Planning (Local Planning) (England) Regulations 2012 ("the 2012 Regulations"), and the council's statement of community involvement (2008) set out the consultation requirements for area action plans.
38. The council has carried out extensive consultation on the AAP. This included a consultation strategy, a consultation plan for every stage of consultation and a consultation report. The consultation report summarises the consultation carried out and the responses received at each state (Appendix G). The main modifications consultation report (Appendix K) summarises consultation carried out on the main modifications required by the Inspector.
39. The Inspector confirm in his report (appendix B) that the council has met the requirements of our statement of community involvement and the requirements of the 2012 Regulations.

Community impact statement

40. The purpose of the AAP is to facilitate regeneration and deliver the council's Fairer Future promises ensuring that community impacts are taken into account. We have prepared an equalities analysis (Appendix F) and a sustainability appraisal (Appendix E) to make sure that the AAP is having a positive impact on different groups and that the AAP is delivering the most sustainable option for Peckham and Nunhead.
41. The sustainability appraisal statement (Appendix H) summarises the sustainability appraisal and how this influenced the preparation of AAP.

Financial implications

42. There are no immediate resource implications arising from this report as any additional work required to complete the work will be carried out by the relevant policy team staff and budgets without a call on additional funding.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services (SH/08/2014)

43. Under Part 3B of the Constitution under the heading Policy at paragraph 3, cabinet has responsibility for formulating the council's overall policy objectives and making recommendations to council assembly for approval. Under Part 3C paragraph 20 cabinet has responsibility for adopting the preferred options of development plan documents, of which the Peckham and Nunhead AAP is one. This power isn't cabinet's alone as Regulation 4(1), paragraph 3(d) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) ("the 2000 Regulations") states that the approval of a development plan document is a shared responsibility with council assembly and cannot be the sole responsibility of cabinet. The next stage of the process is therefore adoption of the Peckham and Nunhead AAP by council Assembly by virtue of Part 3A paragraph 10 of the Constitution.
44. Accordingly members of cabinet are requested to consider the content and recommendations of the binding Inspector's Report in respect of the adoption of the Peckham and Nunhead AAP and accompanying documents and recommend to council assembly that the Peckham and Nunhead AAP be adopted together with the accompanying documents which can be found in the appendices to this report.
45. The Peckham and Nunhead AAP has been subject to an independent examination in accordance with Section 20 of the Planning and Compulsory Purchase Act 2004 ("the 2004 Act") and the Inspector has endorsed the Peckham and Nunhead AAP subject to some main modifications which have been made in accordance with section 20(7C) of the 2004 Act, (as amended by the Localism Act 2011). The Inspector's modifications can be found at paragraphs 23-36 of this report. Under section 20(7C) of the 2004 Act the council can ask the Inspector to recommend modifications to the development plan document in order to make the document "sound". The council consulted upon these main modifications from 15 October 2013 to 6 January 2014 in order to comply with its obligations under the 2012 Regulations. The council has also publicised the minor modifications which it is not under a legal duty to consult upon as they do not materially affect the policies set out in the AAP.

General Conformity

46. Section 24(1)(b) of the 2004 Act requires that local development documents, such as the Peckham and Nunhead AAP must be in general conformity with the spatial development strategy, namely the London Plan July 2011 consolidated with revised early minor alterations October 2013. The council sought the Mayor's opinion as to whether the Peckham and Nunhead AAP was in general conformity and the Mayor issued a letter of non-conformity in respect of affordable housing and the product 'Affordable Rent'. To overcome this the Inspector has issued a main modification in respect of the council's affordable housing requirement in the AAP which the Mayor

has accepted and which means that the AAP will therefore be in conformity with the London Plan.

Soundness of the Peckham and Nunhead AAP

47. Under section 20(5)(a) of the 2004 Act the Inspector has examined the AAP on behalf of the Secretary of State and has found that the plan complies with the legislative framework and is sound.

Sustainability Appraisal

48. Section 19(5) of the 2004 Act requires sustainability appraisal of the economic, social and environmental sustainability of plans in development plan documents. Accordingly, a sustainability appraisal was prepared to ensure the wider impacts of the Peckham and Nunhead AAP policies are addressed. The Sustainability Appraisal provides a sound evidence base for the plan and forms an integrated part of the plan preparation process.
49. The Sustainability Appraisal has fully informed the preparation of the AAP and is recommended for adoption by Members. The Sustainability Appraisal should be expressly adopted along with the AAP and must have a separate adoption statement pursuant to Environmental Assessment of Plans and Programmes Regulations 2004, regulation 16 (3) and (4) which summarises “...*how environmental considerations have been integrated into the plan or programme... the reasons for choosing the plan or programme as adopted, in light of other reasonable alternatives dealt with, and the measures decided that are taken to monitor the significant environmental effects...*” .

Equalities

50. The Equality Act 2010 brought together the numerous acts and regulations that formed the basis of anti-discrimination law in the UK. It provides for the following “protected characteristics”: *age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation*. Most of the provisions of the new Equality Act 2010 came into force in October 2010 (“**the 2010 Act**”).
51. In April 2011 a single “general duty” was introduced namely the Public Sector Equality Duty (PSED). Merging the existing race, sex and disability public sector equality duties and extending the duty to cover the other protected characteristics namely age, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation, (including marriage and civil partnership).
52. The single public sector equality duty requires all public bodies to “eliminate unlawful discrimination, harassment and victimisation”, “advance equality of opportunity between different groups” and “foster good relations between different groups”.
53. Disability equality duties were introduced by the Disability Discrimination Act 2005 which amended the Disability Act 1995. The general duties in summary require local authorities to carry out their functions with due regard to the need to:
- (a) “promote equal opportunities between disabled persons and other persons;
 - (b) eliminate discrimination that is unlawful under the Act;

- (c) eliminate harassment of disabled persons that is related to their disabilities;
 - (d) promote a positive attitude towards disabled persons;
 - (e) encourage participation by disabled persons in public life; and
 - (f) take steps to take account of disabled person's disabilities even where that involves treating disabled persons more favourably than other persons."
54. The council's approach to equalities has always been broader than that required under previous legislation by protecting the now extended 'protected characteristics'.
55. Throughout the production process of the AAP from Issues and Options, Preferred Options to a publication / submission, the council has undertaken thorough iterative Equality Analyses including assessment of borough's demographics and the potential impacts of the plan on its diverse communities with particular regard to its equalities duties. The council's Equality Analysis processes extend beyond its current statutory equalities duties to incorporate religion/belief, sexual orientation and age.

Human Rights Considerations

56. The decision to adopt the Peckham and Nunhead AAP 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 the case of the AAP, a number of rights may be engaged: -
- **The right to a fair trial (Article 6)** – giving rise to the need to ensure proper consultation and effective engagement of the public in the process;
 - **The right to respect for private and family life (Article 8)** – for instance the impacts on amenities or the quality of life of individuals;
 - **Article 1, Protocol 1 (Protection of Property)** – this right prohibits interference with individuals' right to peaceful enjoyment of existing and future property / homes. It could be engaged, for instance, if the delivery of any plan necessitates CPOs or results in blight or loss of businesses/homes;
 - **Part II Protocol 1 Article 2 Right to Education** – this is an absolute right enshrining the rights of parents' to ensure that their children are not denied suitable education. This is a relevant consideration in terms of strategies in the plan which impact on education provision.
57. It is important to note that few rights are absolute in the sense that they cannot be interfered with under any circumstances. 'Qualified' rights, including the Article 6, Article 8 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 to be achieved by a local planning authority in the policy making process against potential interference with individual human rights. Public bodies have a wide margin of appreciation in striking a fair balance between competing rights in making these decisions.
58. This approach has been endorsed by *Lough v First Secretary of State* [2004] 1 WLR 2557. The case emphasised that human rights considerations are material considerations in the planning arena which must be given proper consideration and weight. However, it is acceptable to strike a balance between the legitimate aims of

making development plans for the benefit of the community as a whole against potential interference with some individual rights.

59. Public bodies have a wide margin of appreciation in striking a fair balance between competing rights in making these decisions. The approach and balance between individual and community rights set out in the publication/submission is within justifiable margins of appreciation.
60. The council has undertaken robust public participation, iterative sustainability and equalities assessments throughout the production of the AAP as well as engaging with the issue of human rights at each decision making process. Therefore the AAP is not deemed to interfere with any human rights which may be engaged and strikes the appropriate balance between making strategic policies for its communities against any potential interference. In deciding upon the adoption of the AAP, members are reminded to have regard to human rights considerations and strive to strike a fair balance between the legitimate aims of making development plans for the benefit of the community against potential interference with individual rights.

Adoption Process – Procedural Requirements

61. Members' are advised that should the AAP be adopted by council assembly, following the recommendation of cabinet, a number of statutory requirements will need to be complied with by the council. These requirements are set out in Regulation 26 of the 2012 Regulations and must be complied with as soon as reasonably practicable after the date of adoption.
62. In summary, Regulation 26 requires that the council must make available in accordance with regulation 35:
 - i. The local plan
 - ii. An adoption statement
 - iii. The sustainability appraisal report; and
 - iv. Details of where the local plan is available for inspection and the places and times at which the document can be inspected.
63. The council must then send a copy of the adoption statement to any person who has asked to be notified of the adoption of the local plan must also send a copy of the adoption statement to the Secretary of State.

Application to the High Court

64. The Peckham and Nunhead AAP has been prepared in accordance with the relevant legislation and regulations. If adopted this final version will form part of the development plan documents for Southwark. Under Section 113 of the 2004 Act, any party aggrieved by the adoption of the AAP may make an application to the High Court within 6 weeks of the publication of the adoption statement. Such applications may only be made on limited grounds namely that:
 - a) the document is not within the appropriate power and / or
 - b) that a procedural requirement has not been complied with.

65. Officers believe this risk is minimal. The Inspector has concluded the AAP has been prepared in accordance with the relevant regulations and guidance and due process has been followed.

Strategic Director of Finance And Corporate Services (FC14/026)

66. This report recommends that cabinet make recommendations to council assembly to adopt the Peckham and Nunhead AAP.
67. There are no immediate financial implications arising from the adoption of the recommendations, and staff time to effect these recommendations will be contained within existing budgeted revenue resources.
68. Any specific financial implications arising from the final Peckham and Nunhead Area Action Plan will be included in subsequent reports for consideration and approval.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
London Plan 2011 consolidated with revised minor alterations 2013	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.london.gov.uk/priorities/planning/londonplan		
Southwark Statement of Community Involvement 2008	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.southwark.gov.uk/info/856/planning_policy/1238/statement_of_community_involvement_sci		
Saved Southwark Plan 2007	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.southwark.gov.uk/info/856/planning_policy/1241/the_southwark_plan		
The Core Strategy 2011	160 Tooley Street, London SE1 2QH	planningpolicy@southwark.gov.uk
Link: http://www.southwark.gov.uk/info/200210/core_strategy		

APPENDICES

No.	Title	Held at
Appendix A	Peckham and Nunhead Area Action Plan, November 2014	Hard copy circulated separately.
Appendix B	Inspector's Report	http://www.southwark.gov.uk/futurepeckham
Appendix C	Annex to the Inspector's Report: Table of main modifications	Hard copy circulated separately.
Appendix D	Table of minor changes	http://www.southwark.gov.uk/futurepeckham
Appendix E	The sustainability appraisal	http://www.southwark.gov.uk/futurepeckham
Appendix F	The equality analysis	http://www.southwark.gov.uk/futurepeckham
Appendix G	The consultation report	http://www.southwark.gov.uk/futurepeckham
Appendix H	Sustainability appraisal statement	http://www.southwark.gov.uk/futurepeckham
Appendix I	Appropriate assessment	http://www.southwark.gov.uk/futurepeckham
Appendix J	The updated adopted policies map, November 2014	http://www.southwark.gov.uk/futurepeckham
Appendix K	Main modifications consultation report	http://www.southwark.gov.uk/futurepeckham

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration, Planning and Transport	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Alison Squires, Planning Team Leader	
Version	Final	
Dated	9 October 2014	
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
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 October 2014	

Item No. 13.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Approval of the Council's Cycling Strategy 2014 – Consultation Draft	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Mark Williams, Regeneration, Planning and Transport	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION, PLANNING AND TRANSPORT

I am delighted to present this report to cabinet for approval. We have a clear vision for cycling in our borough and this strategy forms a key part of delivering that vision. We are committed to increasing levels of cycling in Southwark whilst making it safer for everyone. We want cycling to become commonplace - just another way of getting round and as easy as walking.

We have seen levels of cycling increase in our borough in recent years. We want to build on this and provide the infrastructure, education and information to get even more people cycling. We want to hear from our residents, particularly those who don't currently cycle, to find out what changes we need to make to get them cycling.

We will unlock a cycling network in our borough, starting with a new north-south Southwark Spine route that will run the entire length of our borough. This will complement existing plans for cycle superhighways and quietways, forming the basis of a comprehensive cycling grid. By working together we can significantly increase the number of people cycling from all backgrounds.

RECOMMENDATION

1. That cabinet agrees to the public consultation of the Council's Draft Cycling Strategy 2014 ('the Strategy').

BACKGROUND INFORMATION

2. The council's Transport Plan (incorporating the requirements of the Local Implementation Plan ('LIP')) was adopted by the council in July 2011 and sets out how the council works with partners to coordinate and improve its transport infrastructure and services in the borough. The Transport Plan covers all modes of travel, including cycling and sets a number of outcome based targets, including targets for cycling mode share and casualty reduction.
3. In 2013 boroughs were required to update the delivery plan associated with the LIP and related targets, taking account of new regional strategy documents including the Mayor's Vision for Cycling. Cabinet approved these changes in September 2013.
4. The Mayor's Vision for Cycling was published in 2010 and sets out an ambitious programme of measures to promote cycling in the capital. These include a

commitment to work with the boroughs and other stakeholders to deliver high quality cycle infrastructure to encourage an increase in and safer cycling.

5. In July 2014 cabinet agreed new Fairer Future promises and principles, including a commitment to deliver a safer cycling network and to extend bike hire across the borough.
6. In June 2014, cabinet members participated in a 'Kickstand' workshop led by Dutch and Danish cycling specialists. The workshop developed concepts for a new approach to cycling in Southwark and identified the need for a clear vision and strategy for cycling going forward.

KEY ISSUES FOR CONSIDERATION

7. Cycling levels in Southwark are growing each year and Southwark has the sixth highest percentage of commuting cycle users in London. Geography, demographics and land uses in Southwark all lend themselves to cycling and there is the potential for many more bike trips in the borough. Currently 4.3% of all trips in Southwark are made by cycle.
8. Large parts of Southwark are undergoing regeneration and this presents a significant opportunity to secure new and improved cycling facilities through the planning process.
9. Southwark's population is predicted to grow by over 50% by 2050. Southwark is already densely populated with 9,992 persons/sq km; with the growth in population, the density will become even greater. The resulting increase in provides an opportunity for supporting more cycling trips.
10. Employment in Southwark is expected to increase by a third by 2050. There is an opportunity to promote cycling as a cost effective practice to businesses, particularly in regard to increased productivity by healthy staff, as well as for the delivery of goods and services.
11. Cycling has a significant role to play in promoting healthy lifestyles to all sections of the community and can increase accessibility as a mobility aid.
12. Potentially many trips currently made by car or public transport could be cycled. There have been significant falls in motor traffic levels in the decade to 2011 and this provides opportunity to re-allocate road space to cycle traffic.
13. Southwark is the 12th most deprived borough in London, with significant numbers of low-income households. Cycling is one of most equitable forms of transport and can assist in addressing issues regarding health, social and economic deprivation by improving mobility and access to opportunities.
14. The draft strategy proposes to maintain the current Transport Plan cycle mode share target of 10% by 2025/26; effectively doubling current levels of cycling.
15. The draft strategy updates the council's target on cyclist casualties to take into account the expected doubling of cycling numbers, recognising that it may take time for absolute numbers of casualties to decline in this context. The new target is:
 - Year on year reduction in cyclist casualty rate to 2020

- Year on year fall in absolute numbers of casualties after 2020
 - Aim for 'vision zero' (no casualties).
16. Key barriers to cycling have been identified as:
 - Affordability
 - Accessible cycle parking (home and destination)
 - Routes
 - Feeling safe
 - Attitudes to cycling.
 17. Consultation on the draft Strategy will seek to agree solutions to the barriers set out above. In terms of physical infrastructure, the draft Strategy proposes to adapt best practice from the UK and beyond, with a continued engagement with Dutch and Danish experts and a review of the entire road network in Southwark to identify where key interventions are required.
 18. The draft Strategy includes a specific pledge that the council will implement a new cycle route, the Southwark Spine, which will link the planned North-South Cycle Superhighway from Elephant and Castle right through the borough to Dulwich
 19. In addition the council will deliver improvements at two key junctions: Crystal Palace Parade and East Dulwich Grove. The first is partly funded by Transport for London with additional Council capital agreed in principle. The second is already fully funded by Transport for London.
 20. Officers will continue to develop infrastructure/route proposals during the consultation period, taking consultation feedback into account. It is proposed that the final adopted Strategy will include a map of key interventions and routes that will guide future resource allocation and enable the council to secure these through the planning process where appropriate.
 21. As well as specifying new infrastructure requirements, the Strategy will set out a new approach to marketing and promoting cycling in Southwark as well as other measures to support cycling such as training and safety initiatives.
 22. The draft Strategy pledges that the council will lead by example in promoting cycling and sustainable travel in general to all staff.

Policy implications

23. The draft Strategy is consistent with the council's Transport Plan 2011 as well as the council's broader policy framework including Southwark 2016: Sustainable Community Strategy and various national and regional policies including the Mayor's Vision for Cycling.
24. The New Southwark Plan (NSP) is being developed in parallel to the draft Strategy. The (NSP) will refer to the Strategy and require development to deliver the aims and objectives set out within it.

Community impact statement

25. It is expected that the Strategy will provide a positive benefit for those living and working in Southwark and extensive consultation will be carried out with the local

community to identify their needs.

26. The Strategy seeks to actively address the council's responsibilities to eliminate discrimination, promote equality of opportunity and promote good relations between the different groups.
27. These proposals are in accordance with council policy and should have a positive impact on all Southwark residents. However, the council will undertake ongoing monitoring to ensure there are no adverse implications for the community, or that any identified are proportionate to the overall objective of the Strategy. The council produces an annual monitoring report collating all available data on the impacts of its transport policies. It identifies general travel trends within Southwark and includes an assessment of any variation of impacts across different groups.

Resource implications

28. The estimated cost of the further development and consultation on the draft Strategy is £50,000, which can be delivered using existing budgets.
29. It is anticipated that the delivery of the adopted strategy will be supported by a range of funding sources, both internal and external. Transport for London is already supporting the delivery of new cycle routes and facilities and the LIP programme continues to support cycling schemes. Council capital has been committed to support cycling schemes and s106 / CIL contributions are expected to be collected for this purpose.

Consultation

30. In preparing the draft Strategy a wide range of stakeholders, internal and external have already been consulted. These include local amenity groups and 'critical friends' from Denmark and the Netherlands.
31. Extensive public consultation will be carried out on the draft Strategy. This will include a wide range of activities and events such as focus groups, user surveys, drop in sessions and public meetings. The consultation will in particular target the views of those who do not currently cycle, as well as existing cyclists. The consultation is expected to run for 3 months from November 2014.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

32. The cabinet is being asked to approve the consultation of the draft cycling strategy. Cabinet members are entitled to take this decision pursuant to the council's constitution.
33. The Equality Act 2010 introduced the public sector equality duty, which merged existing race, sex and disability equality duties and extended them to include other protected characteristics; namely age, gender reassignment, pregnancy and maternity, religion and belief and sex and sexual orientation, including marriage and civil partnership. In summary those subject to the equality duty, which includes the council, must in the exercise of their functions: (i) have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and (ii) foster good relations between people who share a protected

characteristic and those who do not. It is not envisaged that the consultation of the draft Strategy will conflict with the requirements of the Act. The report also acknowledges that an extensive consultation will be carried out with the local community.

34. The Human Rights Act 1998 imposed a duty on the council as a public authority to apply the European Convention on Human Rights; as a result the council must not act in a way which is incompatible with these rights. It is not envisaged that the consultation of the draft strategy will conflict with any protected rights.

Strategic Director of Finance and Corporate Services (CED/MD/14/24)

35. The resource implications in paragraphs 28 and 29 above are noted. The cost of this consultation and development can be met from existing Planning and Transport budgets.

Strategic Director of Environment and Leisure

36. The strategic director of environment and leisure supports the recommendations of this report on which we have been extensively consulted. The key principles set out in the report will inform our current policies and programmes relating to traffic management, highway design, asset management and parks infrastructure. In particular the strategy, once adopted will lead to the delivery of a comprehensive cycling network designed with reference to the recently produced draft London Cycling Design Standards.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Transport plan 2011	Planning and Transport, 5 th Floor, 160 Tooley Street, London SE1 2QH	Simon Phillips on 020 7525 5542
Link: www.southwark.gov.uk/transportplan		
Mayors Vision for Cycling	Planning and Transport, 5 th Floor, 160 Tooley Street, London SE1 2QH	Simon Phillips on 020 7525 5542
Link: http://www.london.gov.uk/priorities/transport/publications/mayor-s-vision-for-cycling		

APPENDICES

No.	Title
Appendix 1	Draft Cycling Strategy 2014

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration, Planning and Transport	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Simon Phillips, Acting Transport Policy Manager	
Version	Final	
Dated	9 October 2014	
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 Environment and Leisure	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 October 2014	

Southwark's Cycling Strategy

Unlocking the network



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Foreword

Councillor Mark Williams

Cycling for everyone.

I am delighted to present this Cycling Strategy to our borough's residents for consultation. We are committed to increasing levels of cycling in Southwark whilst making it safer for everyone. We want cycling to be something everyone does, just another way of getting round our borough and as easy as walking. In recent years we have seen levels of cycling increase in Southwark. We want to build on this and provide the infrastructure, education and information to get even more people cycling. We want to hear from our residents, particularly those who don't currently cycle, to find out what changes we need to make to get them cycling. We will unlock a cycling network, starting with a new north-south Southwark Spine that will run the entire length of our borough. This will complement existing plans for cycle superhighways and quietways, forming the basis of a comprehensive cycling grid. By working together we can significantly increase the number of people cycling from all backgrounds. I look forward to hearing your thoughts on how we can achieve this.

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- Executive summary
- Introduction
- Our Vision
- The Opportunity
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- Principle 1: Stress free cycling
- Principle 2: Cycling as a priority
- Principle 3: Cycling for everyone
- Principle 4: Cycling for health and wellbeing
- Principle 5: Cycling as an investment
- Principle 6: As easy as walking
- Unlocking the network
- How will we deliver?
- Measuring success
- Next steps

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Executive summary

A new approach for Southwark.

Our approach is different from what we have done in the past. We have a vision that cycling will be for the many in Southwark, not just the few – the natural choice for getting from A to B - with attractive routes away from large vehicles or fast moving traffic. We want to prioritise cycling, and reallocate road space to cyclists and pedestrians. We are taking our vision and engaging with our communities, listening to their needs – both for now and the future – to design a connected infrastructure and support for existing and future cyclists.

Southwark Spine cycle route

Our first priority is to deliver a completely new, high capacity strategic cycling corridor with clear space for cycling, running the whole length of our borough. This will form the central spine of our network, linking the new north-south cycle superhighway to Dulwich and beyond and complementing the quietways. The route will be cohesive, direct, safe, attractive, comfortable and easy to navigate for all ages and abilities. It will be physically segregated in areas of heavy traffic or large vehicles, with different signals to prioritise cyclists at junctions. On streets with moderate traffic, and fewer large vehicles, the road layout, including parking, will be reallocated to provide for cycling and walking. On residential streets, traffic will be heavily calmed or designed out. Links through parks and open spaces will be direct and designed to avoid conflict with other users.

We recognise that developing a cycle network is more than delivering strategic cycle routes. It is about catering for all trips people want to make. The spine of our network will be complemented by other routes such as the quietways, superhighways and neighbourhood routes.

Six interconnected principles People who cycle are of all ages and abilities. The design of cycle routes, infrastructure and programmes needs to reflect this diversity and satisfy a wide range of requirements. To ensure cycling becomes a mainstream activity enjoyed by everyone in Southwark six interconnected principles have been developed.

- Principle 1: Stress free cycling
- Principle 2: Cycling as a priority
- Principle 3: Cycling for everyone
- Principle 4: Cycling for health and wellbeing
- Principle 5: Cycling as an investment
- Principle 6: As easy as walking

These principles are informed by Dutch and Danish best practice and sit at the heart of our strategy. We have investigated London and international best practice, and profiled Southwark best practice as case studies, using both to inform illustrative future projects to be undertaken.

Unlocking the network We need to look at how the entire transport network works. In the past, we have not always looked at the network as a whole. This has resulted in gaps and inconsistencies. Using the Roads Task Force (RTF) methodology, or a similar methodology, we will review our entire network and define the function of all of our streets. We also need local knowledge. We are asking cyclists and non-cyclists to tell us how journeys could be more cohesive, direct, safe, attractive, comfortable and easy to navigate: the missing links. This includes cycle parking, as well as programmes to encourage people to start cycling. A framework and stronger cycling policies will be included in the New Southwark Plan. This will ensure that the missing links are identified and addressed as part of both the planning and investment processes and that we can continue to unlock the network over time.

Consultation and engagement This is just the start of the process. We have already started work through our early engagement processes, consulting groups such as the Cycling Joint Steering Group (CJSG) as well as other key stakeholders. As part of the engagement and consultation process we will be asking our communities for details of local journeys, whether or not they cycle, and to identify the barriers that they experience. We will collate these details and include them in the framework. The public consultation will be held during November 2014 to January 2015.

Next steps We are consulting on the cycling strategy in parallel with the New Southwark Plan. Once the public consultation period is finished, we will consider all the comments received and prepare the cycle network framework and phased delivery programme. We will continue speaking to our Dutch and Danish critical friends who will provide expert advice to us on proposed interventions and phasing. Southwark's cycling strategy will be adopted by the council in March 2015.

Introduction

Cycling levels in Southwark are growing each year.

We have reached a tipping point. Our borough has the sixth highest percentage of resident commuting cyclists in London, and we host a great number of cyclists who travel through our borough on a daily basis. Three of the busiest locations for cycling, Blackfriars Bridge, London Bridge and Elephant and Castle are gateways or located in Southwark. Many trips are cycled in Southwark every day, to school, the shops or just around the park with friends. Southwark Council continues to invest in infrastructure, training and education. We are committed to the expansion of cycle hire, with usage continuing to grow, and the delivery of new cycle superhighways and quietways routes. We need to do more.

Population and employment growth, cultural changes, the health and economic costs of physical inactivity and increasing demands on

Cycling is the future

To future proof Southwark for cycling we have identified that we need the following:

- A better understanding of demand and a more strategic approach to network planning
- More ambitious, cohesive and inclusive infrastructure programmes
- Better engagement with those who currently do not cycle and promotion of cycling to a broader cross section of our community

our transport network require a response to ensure a sustainable future. We believe that cycling is the future. We need to plan for that future.





This strategy outlines how we aim to make cycling the natural choice for getting from A to B for everyone, with safe attractive routes away from large vehicles or fast moving traffic. We will prioritise cycling and reallocate road space to cyclists and pedestrians. By doing this we will ensure that we are improving our streets not just for cycling, but also for walking, and supporting the growth of our local economy.

We are returning to first principles, gathering an evidence base. We have some but we need more. We are asking our communities to help us develop our knowledge base and share their experiences, identifying improvements to unlock our cycling network. We recognise that cycling is not just about providing a network; this is just one element in creating a cycling culture. We have adopted an approach that celebrates our diversity, with inclusive design and community leadership core objectives. Most of all we want cycling to be fun!

Join us. Comment on our ideas. Send us your suggestions.

Symbols

Throughout the strategy, we have identified areas where we need either more information, changes to policy, to lobby for changes or require funding. To make these areas easy to find, we have highlighted them with a symbol.

-  More information is needed
-  A policy change is required
-  We need to lobby central government or other organisations
-  We need funding

Our Vision

We have a vision for cycling in Southwark.

In Southwark, cycling will be for the many, not the few – the natural choice for getting from A to B. Whatever your needs, you will find an attractive route and one that does not involve sharing the road with large vehicles or fast moving traffic. We will increase the number of cyclists, cycle trips and reduce the number of cyclist casualties. The improvements we will deliver for cycling will make Southwark a better place for all of us.

Amanda Hanbury

Amanda cycles because it is easier than walking, using cycling as a mobility aid.



The Opportunity

“The relationship between where people live, work, study, shop and ‘play’ is at the heart of the transport challenge.”

Transport for London, London
Infrastructure Plan 2050: Transport
Supporting Paper, 2014

Southwark now and in the future.

Geography and land uses Southwark is a great place to cycle in. It is 10km long and just over 5km at its widest point making every destination easy to cycle to. It is bounded by the River Thames to the north. It has many parks and interesting spaces. Spread across the borough are libraries, sports and leisure centres, not to mention schools, doctors’ surgeries, shops, cafés and restaurants. Everything you need is easily walked or cycled to. Our major employment hub is in the north west of the borough, extending from London Bridge west to Blackfriars Road, east to Bermondsey and south to Elephant and Castle. Other more localised employment areas include Surrey Quays, South Bermondsey, Camberwell, Peckham and around East Dulwich. Key attractions in the north of the borough include the railway stations, the Shard, Guy’s Hospital, Borough Market, Southwark Cathedral, London South Bank University, Tate Modern, the Globe Theatre, University of the Arts, London College of Communication and Camberwell College of Art. We have many hospitals, clustered in Denmark Hill and London Bridge. Our shopping destinations in Elephant and Castle, Rotherhithe and Peckham are important destinations, drawing from a wide area both from within and outside of the borough. Dulwich is another key attraction, home of the world’s first purpose-built public art gallery, the Dulwich Picture Gallery, with Dulwich Village retaining almost all of its original 18th and 19th century buildings.

Regeneration and development Southwark is London's most dynamic borough. A significant amount of the borough is under regeneration, with developments valued at around £4 billion. The creation of new neighbourhoods offers a unique opportunity to unlock the cycling potential of areas. We can support cycling from the outset with the advantage of built-in infrastructure, such as high levels of cycle storage or cycle hire, and connected, attractive, and inclusive routes. Key regeneration areas include the Aylesbury, Bermondsey Spa, Borough, Bankside, London Bridge, Canada Water, Elephant and Castle, Peckham, Camberwell and Old Kent Road.



Image for illustrative purposes only

Southwark
Regeneration areas

Image courtesy of Matt Johnstone

Population growth and density Southwark's resident population is now 293,530. It is estimated to grow by over 60,000 people over the next 10 years and by 2050 by almost 150,000 people: a 51 per cent increase.¹ Southwark is already densely populated, with 9,992 persons/sq km. With population growth Southwark will become even more densely populated. Managing the demand on our already stretched network is a key priority. Increased density, if development is designed well, will enable even more trips to be cycled as the places we live, work, study, shop and play in come closer together.

Employment growth Employment growth in Southwark is forecast to increase over 30 per cent by 2050.² It is expected that the physical clustering of jobs will remain as important as ever, with continued demand for office space in central London. Cycling makes sense for business, with increased productivity by healthy staff. Deliveries, particularly for the last mile, by cycle is a cost effective solution.

Cycle Demand Study

The 2013 Southwark Cycle Demand Study detailed existing and future demand, proposing several strategic routes to unlock the cycling network, including a north-south cycling route. The study indicated that there is strong demand from all parts of the borough to destinations in the north, and to the City of London and Westminster. There is also local demand for shopping destinations, leisure opportunities and schools. To view the complete study visit www.southwark.gov.uk/downloads/download/3752/

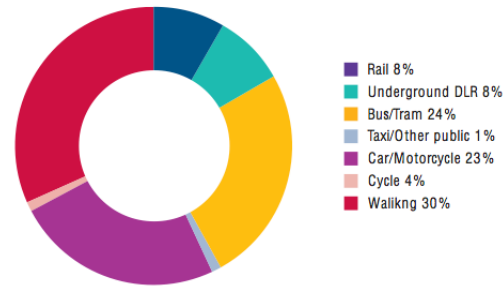
Travel patterns and demand management Associated with an increase in population and employment growth, an increase of 35-40 per cent in the number of trips is estimated by 2050, with even higher demands for public transport expected.³ Many areas of our borough do not have access to the Underground or rail network. We know that many trips made by car or public transport can be cycled, with 8km regarded as a medium distance to cycle, taking approximately 30 minutes to travel.⁴ We also know that cycle journeys tend to be more predictable. There is also potential for cycling to public transport, extending access to public transport in the south of the borough.

¹ GLA, 2014, Draft London Infrastructure Plan 2050

² GLA, 2014, Draft London Infrastructure Plan 2050

³ TfL, 2014, London Infrastructure Plan 2050: Transport Supporting Paper

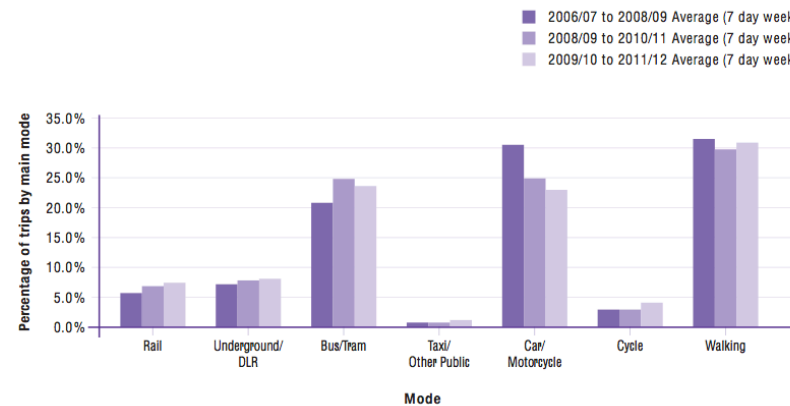
⁴ TfL, 2010, Analysis of cycling potential



Mode share by Southwark residents
TfL, London Travel Demand Survey, 2013

Car ownership and use Car ownership and use has continued to decrease in Southwark. The dramatic fall in motor traffic levels in the last decade provides the opportunity to reallocate road space to cycling, including along the Principal Road Network, and walking. TfL's analysis of cycling potential in Southwark showed that 47 per cent of trips made by motorised vehicles could be cycled.⁵

Reallocate road space There is an opportunity to reallocate parts of the carriageway to cycling. This will involve some difficult decisions but we will be mindful of congestion impacts, particularly for buses. This should not have an impact on the walking network and any improvements to the cycling network will need to take into account pedestrian use, and the dual need to create a cohesive, direct, safe, attractive, comfortable and easy to navigate walking environment.



Modal shift by Southwark residents
TfL, London Travel Demand Survey, 2013

⁵ TfL, 2010, Analysis of cycling potential

Delivery of goods Consumer shopping habits affect the transport network with home shopping a growth area. Goods are usually delivered by a courier van. There are significant costs associated with failed deliveries, with estimates that failed deliveries will cost £771m in the UK in 2014, not including the cost of decreased productivity in lost waiting times and the environmental costs.⁶ Heavy Goods Vehicles (HGVs) on our roads are also a problem, disproportionately involved in cyclist collisions.⁷ While HGVs are required, particularly for construction, there are things we can do to increase the number of deliveries made by cycle, and place restrictions and requirements on HGV drivers, their vehicles and movements through the planning system and construction management plans.

Leadership We have strong community leadership in Southwark, particularly in cycling. Southwark Council coordinates the CJSG. To attract a greater number of cyclists, we need to broaden our stakeholder list and engage with non-cyclists. We also need to engage with local cycling businesses to support this emerging economy and to get their views on how to improve cycling in Southwark.

Cycling Joint Steering Group

The Cycling Joint Steering Group (CJSG) was set up in 2012 by Southwark Council and the Southwark Cyclists, the local London Cycling Campaign group, as part of the early engagement process. The group was soon expanded to include RoadPeace, Living Streets, Twenty is Plenty, Better Bankside, Wheels for Wellbeing and The Open University. The group meets once every two months to discuss schemes and issues regarding cycling in Southwark.

⁶ IMRG, 2014, UK Valuing Home Delivery Review

⁷ TfL, 2013, Safer Lorry Scheme: The Way Forward

Reclaiming our cycling culture There is no longer a broad based culture of cycling in Southwark, or indeed in London. Historically the bicycle, affordable and easy to use, represented freedom. By 1949 over one-third of all journeys in the UK were cycled.⁸ It was not until after the Second World War, when car ownership became an aspiration and more affordable, that bicycle use declined, seen as something for leisure, children or less affluent households. We can attract new cyclists from a broader demographic and reclaim our lost cycling culture through targeted marketing campaigns and innovative programmes. We can promote cycling to businesses as making economic sense, with the provision of more cycle parking at workplaces and shopping destinations. We can also support our cycling businesses through our business networks and with initiatives such as the High Street Challenge.

Increasing healthy life expectancy Switching short journeys from inactive modes, car or public transport journeys, to active modes (walking and cycling) would deliver enormous health benefits, improve air quality, and increase the healthy life expectancy of Southwark residents. Southwark is the 12th most deprived borough in London, with significant numbers of low-income households. Just over 30 per cent of children under 16 years in Southwark are living in poverty. Children in Southwark also have worse than average levels of obesity. Nearly 14 per cent of children aged 4 to 5 years, and 26 per cent of children aged 10 to 11 years are classified as obese. Cycling is one of the most equitable forms of transport due to its relative affordability. By improving access to cycling we can create more active communities, improve mobility and access to opportunities.

⁸ London School of Economics, 2011, Gross Cycling Product Report

“Physical inactivity costs society in terms of poor health, absence from work and lower productivity, healthcare and social care. These costs are not just for those who are sick but also those who care for them and wider society.”

Greater London Authority,
2014, Transport and Health
in London

Diversity Southwark has a diverse population, evenly split between males and females. 60 per cent of the population is from a black or ethnic minority background. Existing cyclists are predominantly 25 to 44 years old, white and male.⁹ There are significant gains to be made if we have a broader demographic, such as women, older people and people from ethnically diverse backgrounds cycling.¹⁰ Everyone should be able to cycle in a way that suits their background and lifestyle.

Young people and families The relative youth of our population, with 42 per cent of Southwark's population aged 20 to 39 years old, offers a significant opportunity to increase cycling. We have a high student population and a number of universities. The affordability of cycling can be promoted to our students. We also need to design for families as more residents decide to counter the trend of moving out of London and raise their children in the borough. The promotion of cycling as a fun family activity is a key opportunity. If people start cycling in Southwark they will go on to cycle throughout their life.

Older and disabled people Cycling is low impact and can be used as a mobility aid, making it an ideal form of exercise and transport for older and disabled residents. Recent research suggests that older people's participation in cycling is unusually low in London compared to other European countries and some UK cities. Ensuring that older people and disabled people are represented in marketing campaigns can counter this trend and address the perception that disabled people can't cycle.

⁹ TfL, 2010, Analysis of Cycling Potential

¹⁰ GLA, 2014, Transport and Health in London report

Achieving our cycling potential

“Questioning non-cyclists rather than listening only to cyclists is important to getting more people cycling.”

Enabling Cycling Cities, 2013



We can do more. We need to do more.

We need to future proof our borough for a culture of cycling.



Demand We have identified existing demand through the Cycle Demand Study. We can also predict future demand at a high level based on projected growth and regeneration. However, we need to make sure that we also have an evidence base that is not just about facts but also about common knowledge. We need more information about local streets and how they can be improved to identify the missing links in our cycling network and programme.

Inclusive design We have a diverse population, with different trip purposes at different stages in their lives. Disabled cyclists, older people, those with children, or those with heavy loads can have very specific needs and behaviour when cycling. We need to attract a broader range of people to cycle through specific programmes and targeted marketing campaigns.

Green spaces With over 130 open spaces, Southwark is one of the greenest boroughs in London. These spaces are very important to our cycle network, making cycling more attractive and peaceful. Parks and open spaces offer great opportunities for leisure cycling, and for people to build up their confidence before going on to the road. When designing for cycling in parks and open spaces we need to be mindful of other users and their needs.



Driver awareness We will work with the police to enforce speed limits and traffic regulations. We will work with TfL and other London boroughs to raise awareness of cyclists as part of driver training. We will target driving instructors in Southwark to promote cycle training

and lobby Central Government to make it mandatory for learner drivers to undertake cycle training before taking the driving test. In partnership, we will run more positive awareness campaigns to ensure drivers are aware of and courteous to cyclists.



Responsible cycling We want people to cycle responsibly and respect the law and we will work with the police to achieve this. We support the police to use their discretion when children and those who cycle as a mobility aid need to come off the cycle network. We will work with our local schools and British Cycling to ensure that bikeability training, the National standards for cycle training, is included in the school curriculum.

Barriers to cycling Whilst our needs can sometimes be different, the barriers remain the same for most potential cyclists. The key barriers to cycling are:

- Feeling unsafe
- Attitudes to cycling
- Habit, self belief and social norms
- Affordability
- Lack of knowledge of the Highway Code
- Not knowing about routes
- Lack of accessible cycle parking at home and at the destination

We have begun to address the issues of affordability and cycle parking. We have introduced cycle hire, with aims to expand, and have begun to look at other cycle loan schemes. We are working with TfL on expanding cycle superhighways and introducing quietways. We are increasing cycle parking – at home and at destinations. We can do more. We will pay attention to where people want to go, and design attractive, comfortable, connected routes that are wide and accessible. We will reduce conflict by designing it out of the cycling network.

However, it's not just about delivering infrastructure. Addressing attitudes to cycling is complex, particularly as Southwark has a very diverse population with a huge number of cultures, languages and faiths represented, as well as all ages and abilities. Despite our differences, we do share many similarities when it comes to cycling and this comes down to the questions we ask ourselves before we even get on a bike.

Can I cycle? Do people like me cycle? Will people laugh or talk about me?

Isn't cycling just for children, or men who want to get fit? Am I fit enough?

How will I carry everything?

Where will I keep my bike at home?

How will I get to where I want to go?

Is it safe?

Do I need special clothes?

A new attitude to cycling

We need to take the guesswork out of cycling so that the first thought isn't 'Can I cycle?' but 'Why wouldn't I cycle?'

Where do I buy a bike? What type of bike do I need?

When I get to where I want to go, where do I lock my bike? How do I lock my bike? Will someone steal my bike?

How do I maintain my bike?

By the time we have answered so many questions it doesn't seem quite as appealing. In fact, it seems like hard work. We need to make cycling attractive, fun and an easy decision to make.



Image courtesy of Bikeminded, Kensington and Chelsea

A new approach

A lifecycle approach.

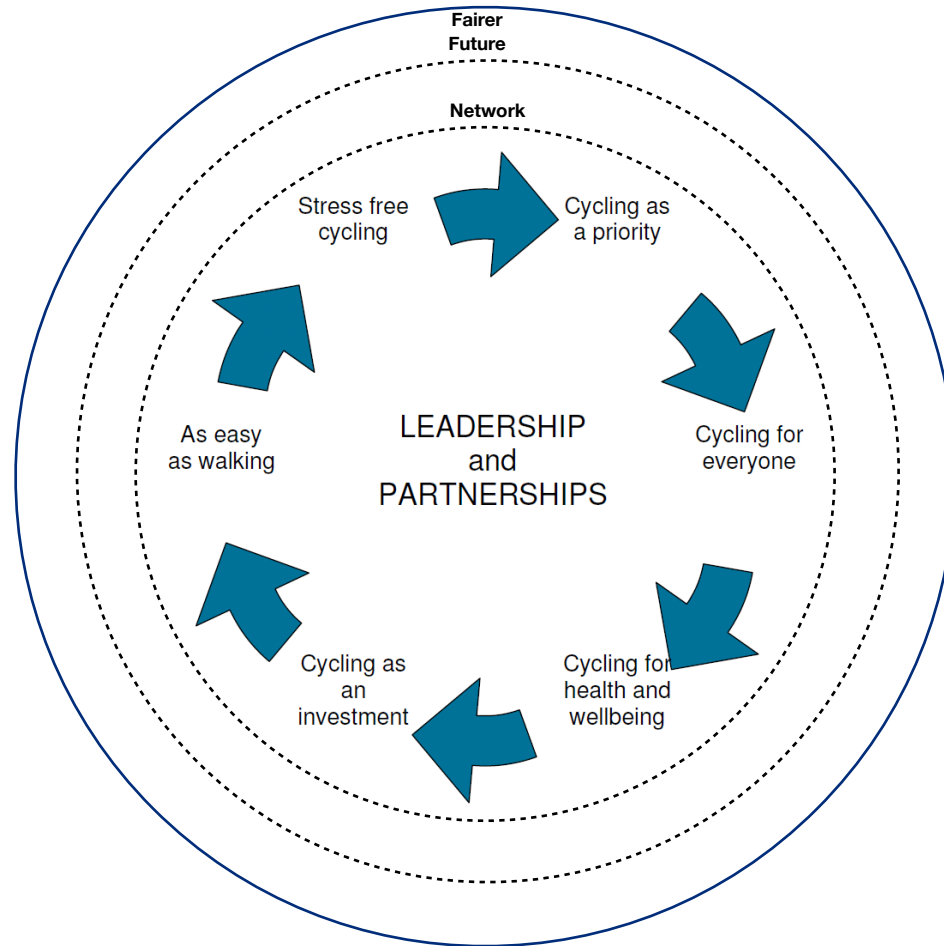
People who cycle are all ages and abilities. The design of cycle routes, infrastructure and programmes needs to reflect this diversity and satisfy a wide range of requirements. Planning for the future of cycling requires designing spaces which, by accommodating the needs of children and disabled people, are likely to suit most, if not all, user types. We want to design streets and spaces that meet the needs of the youngest to the oldest, and for everyone in between, where all can cycle safely and with confidence.



Interconnected principles To ensure cycling becomes a mainstream activity by everyone in Southwark six interconnected principles have been developed. These principles are informed by Dutch and Danish best practice and sit at the heart of our strategy. We have investigated London and international best practice, and profiled Southwark best practice as case studies, using both to inform illustrative future projects to be undertaken.

Fairer Future promises The council's Fairer Future promises also inform our approach. These 10 commitments outline what the council is doing to create a fairer future for all. The updated promises were approved by cabinet on 2 July 2014.

Network We need a cycling network that is accessible to all ages and abilities, connecting people to where they need to go.



Fairer Future promises

Promise 1 – Value for Money We will continue to keep council tax low by delivering value for money across all our high quality services.

Promise 2 – Free Swimming and Gyms We will make it easier to be healthier with free swimming and gyms for all residents and doubling the number of NHS health checks.

Promise 3 – Quality Affordable Homes We will improve housing standards and build more homes of every kind including 11,000 new council homes with 1,500 by 2018. We will make all council homes warm, dry and safe and start the roll out of our quality kitchen and bathroom guarantee.

Promise 4 – More and Better Schools We will meet the demand for primary and secondary school places and drive up standards across our schools so at least 70 per cent of students at every secondary get at least five good GCSEs.

Promise 5 – Nurseries and Childcare We will help parents to balance work and family life including investment in our children's centres to deliver more quality affordable childcare and open two new community nurseries.

Promise 6 – A Greener Borough We will protect our environment by diverting more than 95 per cent of waste away from landfill, doubling the estates receiving green energy and investing in our parks and open spaces.

Promise 7 – Safer Communities We will make Southwark safer with increased CCTV, more estate security doors and a Women's Safety Charter. We will have zero-tolerance on noisy neighbours.

Promise 8 – Education, Employment and Training We will guarantee education, employment or training for every school leaver, support 5,000 more local people into jobs and create 2,000 new apprenticeships.

Promise 9 – Revitalised Neighbourhoods We will revitalise our neighbourhoods to make them places in which we can all be proud to live and work, transforming the Elephant and Castle, the Aylesbury and starting regeneration of the Old Kent Road.

Promise 10 – Age Friendly Borough We want you to get the best out of Southwark whatever your age so we will become an age friendly borough, including the delivery of an ethical care charter and an older people's centre of excellence.

Principle 1

“Nothing compares to the simple pleasure of riding a bike.”

John F. Kennedy 35th President of the United States

Stress free cycling.

Cycling, above all, should be fun and fill the cyclist with a sense of freedom. We want all people who cycle to feel safe on our roads and travel without stress.

Objective 1.1 Address conflicts between motor vehicles, particularly HGVs, cyclists and pedestrians, as well as perceptions of conflict

Objective 1.2 Improve street and junction design by applying innovative road layouts and safety technologies that prioritise cycling and walking

Objective 1.3 Ensure drivers do not exceed the new borough-wide 20 mph speed limit

Objective 1.4 Work closely with the police to ensure the safety of cyclists and enforce traffic regulations

Objective 1.5 Improve driving standards and awareness of cyclists

Objective 1.6 Restrict HGV movements and ensure safe vehicles on our streets

Promise 1 – Value for Money

Promise 6 – A Greener

Borough

Promise 7 – Safer Communities

Promise 10 – Age Friendly

Borough

London and international best practice

Sustainable Safety principles The Netherlands introduced five principles to design a safe traffic system that prevents serious crashes and injuries. The five principles include the functionality of roads, homogeneity of mass and/or speed and direction, predictability, forgiveness of the environment and of road users, and state awareness by the road user. The first four points relate to what the purpose of the road is, the main type of vehicle that uses the road, whether the design is easy to understand and conflict is designed out. The fifth, state awareness, is more complex and involves the more powerful road user being aware of their own skills and limitations, and undertaking a personal risk analysis before driving.

Removing centre lines TfL recently undertook a study, removing centre lines in three sites with 30mph speeds. In all three sites there was a reduction in speeds. It is suggested that by removing the lines, drivers' sense of confidence and ownership of the road is decreased, introducing an element of uncertainty which is reflected in lower speeds.

Restriction of HGVs, Paris There are strict controls on HGV deliveries, with the largest and most polluting vehicles kept away from roads during peak hours. The restriction has resulted in the creation of consolidation depots where loads are moved from larger to smaller vehicles for delivery.

Fleet Operator Recognition Scheme (FORS) FORS is a free, voluntary scheme operated by TfL. It encourages sustainable best practice for road freight operators who deliver in, and service, London or who intend to do so. FORS promotes safe working practices, legal compliance and safety of road freight operations in London.

Southwark case studies

20mph roads As identified in the Roads Task Force report, speed limits are likely to play an important role where 'movement' and 'place' need to be better balanced, where there are high levels of pedestrian activity and where safety issues have been identified. The introduction of more 20mph roads assists in achieving this balance. Southwark Council has made all borough roads subject to 20mph speed limits to improve our street environment and to reduce road collisions.

Reducing speed Southwark is piloting the Community Road Watch scheme in partnership with the Met Police. Southwark Council has also been monitoring and publishing vehicle speeds for a number of years. To see the surveys visit Southwark maps www.lbs-mapweb-01:9080/connect/index.jsp?tooltip=yes

Exchanging Places Southwark Council will continue to deliver the Exchanging Places scheme which allows cyclists and drivers, especially HGV drivers, to experience the road from each other's perspective - a real eye opener for some. We will also continue to work with Better Bankside to deliver the Lorries for Savvy Cyclists events that give cyclists the opportunity to sit in the driver's seat of a HGV to get a better understanding of what the driver can and cannot see, specifically on the nearside and directly in front of the vehicle. These are run in conjunction with police security marking of cycles and cycle maintenance checks.



Illustrative future projects



Driver training and awareness We will work with TfL and other London boroughs to ensure State Awareness, or a similar notion, is included as part of driver training. Driving instructors in Southwark will be supported to get cycle training. We will lobby Central Government to make it mandatory for learner drivers to undertake cycle training before taking the driving test. In partnership, we will run more positive awareness campaigns to ensure cyclists and drivers are aware of each other and each other's points of views. We will work with RoadPeace to promote and deliver post-collision confidence training and support to injured cyclists. Our designers and engineers will undertake cycle training. We will work with parents and schools to ensure safe driving around schools.



HGVs Southwark Council will lead by example. The council has signed the London Cycling Campaign's 'Safer Lorries, Safer Cycling' pledge, and met the obligations. We will aim for Fleet Operators Recognition Scheme (FORS) Gold standard accreditation. We will lobby other boroughs to sign up to the FORS and make HGV driver safety training and vehicle standardisation a condition of planning permission. Southwark will support the Mayor in his efforts to restrict HGVs in London on certain roads and at certain times of the day, as well as ban all HGVs from entering London that are not fitted with specialist safety equipment or driven by someone fully trained in cycle awareness.



Remove conflicts at junctions We will remove conflicts at key junctions through innovative designs, drawing on Dutch and Danish best practice. We will deliver a double Dutch roundabout in Crystal Palace and the redesign of the junction linking Greendale to Dulwich Village.



Transport network review We need to look at how the entire transport network works. We will use the Roads Task Force framework to identify and define the desired function of all of our streets and reallocate road space to cyclists and pedestrians.



Removal of centre lines We have trialled the removal of centre lines in Southwark. We will identify further roads to remove centre lines and monitor the effect on collision data and speeds.



Cycle maintenance In partnership with our friends, we will run more Dr Bike, cleaning and cycle maintenance programmes to ensure that all cycles in Southwark are roadworthy, have lights and are running efficiently.



Advanced stop lines enforcement We will support TfL to lobby for Central Government to transfer enforcement of ASLs from the police to the highway authority. This would work in a similar process to the enforcement of yellow box junctions.

Principle 2

"The fact is that cars no longer have a place in the big cities of our time."

Bertrand Delanoë, Mayor of Paris

Cycling as a priority.

It was not until after the Second World War, and particularly with the dramatic increase in car ownership from the 1960s onwards, that motor traffic considerations came to dominate road design and Britain's culture of cycling disappeared. We want to stop and think about how our roads function and prioritise cycling and walking as the modes for the future.

Objective 2.1 Work with TfL to segregate cycle routes on roads over 20mph or where traffic volumes are high

Objective 2.2 Work with our neighbouring boroughs and TfL to create continuous cycle routes

Objective 2.3 Reallocate road space from motor vehicles to cycling and walking

Objective 2.4 Allow for pedestrian and cycle priority implementing filtered permeability schemes and, where possible, closing roads to motor vehicle traffic

Objective 2.5 Secure cycling improvements through the regeneration and planning processes

Objective 2.6 Maintain cycling infrastructure and surfaces as part of our maintenance work programmes

Objective 2.7 Unlock the potential of our cycle network, identifying barriers to connectivity

Promise 1 – Value for Money

Promise 6 – A Greener

Borough

Promise 7 – Safer Communities

Promise 10 – Age Friendly

Borough

London and international best practice

Royal College Street, Camden This street had a higher than average number of collisions. To address this, the carriageway was narrowed, facilitating slower traffic speeds, and 2-m wide, one-way lightly segregated cycle routes were designed on each side of the road. Cyclists are lightly segregated from motor vehicles by armadillos and planters, making it easy for cyclists to pop in and out of the cycle track and for pedestrians to cross the road. The cost of implementation is low and the numbers of cyclists using this route has increased.

Copenhagen Cycle routes in Copenhagen not only facilitate movement but with a width of 3m also facilitate social interactions, allowing enough space for cyclists to comfortably pass one another or ride side-by-side chatting.



Royal College Street, Camden
Lightly segregated cycle routes

Image courtesy of London Cycling Campaign

Southwark case studies

Cycle superhighways Southwark is working with TfL and other inner-London boroughs on the North-South cycle superhighway, which will run from Elephant and Castle along Blackfriars Road to Kings Cross and will be a continuous, high quality, substantially segregated cycle route. It has been designed to improve safety and reduce conflict between motor vehicles and cyclists, enabling the large numbers of people who would like to cycle, but currently feel unable to.

Lytham Street, Walworth road closure In June 2013, an experimental trial closure of Lytham Street to motor vehicles started. The street was very narrow and had two-way traffic, as well as poor sight lines. The scheme was requested by local residents, parents and parishioners of the local church, and was temporarily closed for one day during the Make My Street event in summer 2012, with very minimal disruption to local traffic patterns. Due to the success of the trial this street will now be closed permanently to motorised traffic.

Reallocation of car parking spaces Better Bankside has parking for up to 70 cycles in a dedicated area of a car park which can be used by multiple businesses. Access is by security swipe card and the car park is covered by CCTV and included on the Better Bankside Wardens patrolling round.

Safe Routes to Schools, Dulwich and Herne Hill The Dulwich and Herne Hill Safe Routes to School scheme is a volunteer led partnership of schools and parents working with local residents, landowners, charities, community groups and the council. The aim of the group is to support safer, greener and healthier journeys to school and around the neighbourhood.



Better Bankside
Shared cycle parking in car park

Image courtesy of Better Bankside

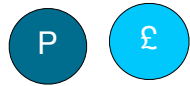
Illustrative future projects



Future proofing the cycle network We will develop a cycle framework, informed by the consultation process and our transport network review, showing the desired cycle routes, local and strategic interventions required to unlock Southwark's cycling network. This framework will be referenced in the New Southwark Plan. This will ensure that the missing links are identified in policy and addressed both as part of the planning process and as investment through development contributions. We will strengthen our policies and investigate ways to secure high levels of cycle parking at home, workplaces, and destinations. We will ensure our streets are accessible to cyclists using their cycles as mobility aids or to transport goods.



Bikeability We will continue to monitor our streets and junctions and rate their bikeability standards, and have less streets and junctions rated three.



Reallocating space to cycling We will develop a framework for our cycle network. We will identify on street and off street car parking spaces that are not being used and investigate opportunities for turning them into cycle parking spaces. We will also use Controlled Parking Zones (CPZ) to allocate kerbside space for other uses. We will investigate the option of using the multi-story car park in Peckham as a cycling hub. We will work with parents and schools to reduce driving and car parking around schools to make our streets safer for our children.



Car Free Streets We will build on our commitment in encouraging more Play Streets and support local residents to introduce Car Free Streets in their neighbourhoods. Roads particularly in the north of the borough where there is less traffic on weekends could be regularly closed to motorised traffic.



RideLondon FreeCycle We will provide more opportunities for cycling away from motorised traffic and lobby the organisers to bring the event through Southwark.



Maintenance programme We will investigate options for reporting faults on our network, such as pot holes, and our response processes.



Safe Routes to Schools, Dulwich and Herne Hill We will work with the Safe Routes to School group to deliver cycling improvements within Dulwich and Herne Hill.

Principle 3

“After your first day of cycling, one dream is inevitable. A memory of motion lingers in the muscles of your legs, and round and round they seem to go. You ride through Dreamland on wonderful dream bicycles that change and grow.”

H.G. Wells, The Wheels of Chance

Cycling for everyone.

Given its relative affordability, cycling is seen as one of the most equitable forms of transport. According to the CTC, 43 per cent of the population owns or has access to a bicycle. We want to ensure that the remaining 57 per cent also have access to affordable bikes, and weatherproof, secure storage at home and at their destination.

Objective 3.1 Work with a broader range of groups, including local children, parents, older and disabled residents, black and ethnic minority community groups to improve access to cycling

Objective 3.2 Ensure all households who want to cycle have access to affordable cycles

Objective 3.3 Aim to provide and facilitate secure cycle parking for every home

Objective 3.4 Ensure enough parking for everyone in the household in new developments

Objective 3.5 Support cycle hire intensification and expansion

Objective 3.6 Design infrastructure, including parking, to accommodate different kinds of cycles

Objective 3.7 Design and deliver a cycle network that is accessible to all cyclists, particularly children, those with mobility issues and those with heavy loads

Promise 1 – Value for Money

Promise 6 – A Greener

Borough

Promise 7 – Safer Communities

Promise 10 – Age Friendly

Borough

London and international best practice

Cycle loan schemes Multiple boroughs in London now have cycle loan schemes available to anyone who lives, works or studies in the borough, and is 18 years or over. Cycle loan schemes allow people to borrow their choice of bike and accessories for four weeks. Throughout the loan period participants can take advantage of support such as cycle training, maintenance courses and an all hours phone line. After the four weeks participants have the option to return the bike or buy it at a reasonable price. The service costs just £10 which covers liability insurance with the London Cycling Campaign. The scheme costs each council approximately £65,000 with ownership of 25 bikes.

Women's cycle training Flexibility was key in a year long active travel initiative in Tower Hamlets which included a programme of women's cycle training using free loan bikes. Activities were replicated at a number of different times each week. The in-house cycle instructor was able to get to know the residents over time and having a female Bengali-speaking cycle instructor proved invaluable.

Neighbourhood Bike Works, Philadelphia This not for profit organisation, in cooperation with the church, organises non-secular educational, recreational and career-building opportunities to young people and adults in the community. Such programmes include the free Earn-A-Bike scheme, drop in sessions, cycle rides and adult mechanic courses.



Neighbourhood Bike Works
Earn-A-Bike programme

Image courtesy of Neighbourhood Bike Works

Southwark case studies

Wheels for Wellbeing This award winning local charity aims to challenge the perception that disabled people don't cycle. The charity supports people of all ages in south London to start cycling, regardless of any disabilities. They provide regular away-from-the-road cycle sessions with a wide variety of standard and non-standard cycles. They provided outreach sessions across Lambeth, Southwark, Lewisham and Croydon where they bring their cycles for people to try, as well as advice and support services. Since 2007 they have helped thousands of people start cycling across London.

Build a Bike This project was piloted from March to July 2014 in three schools, Bellenden Primary, Dulwich Wood Primary and Cobourg Primary. It was coordinated by Community Cycleworks, a not-for-profit social enterprise. The children were given old, recycled bike parts and taught how to build a bike, teaching them how easy it is to maintain and repair their bikes. Cycle training was also given to those children who had not yet completed their level 2 cycling training. The children received their bike and a certificate on completion of the course. A similar project was also successfully run at Sceaux Gardens Estate in April 2014 in conjunction with the Holiday Day Camp which also provided children with breakfast, lunch and refreshments throughout the day.

The British School of Osteopathy, Borough High Street cycle parking Better Bankside with part funding from TfL assisted in overhauling the bike shed at the BSO, creating 81 spaces for staff and students. This frees up on street cycle parking which was previously often full due to lack of cycle parking on the premises.

Free cycle training We offer free cycle training to all adults living, working or studying in Southwark. Over 1,000 adults received cycle training in 2013/14. All primary school children are offered cycle training through the school travel planning programme. This scheme has been incredibly popular with huge numbers of Southwark children now able to cycle proficiently.

Illustrative future projects

Affordable cycles We currently offer cycle training to all ages and support group rides throughout the year; however we do not have a programme that addresses access to affordable cycles. We will look at the Lambeth model and our own pilot schemes, as well as other loan and up-cycling schemes, complementing with a targeted marketing approach to support women, older and disabled people, as well as hard to reach groups, to take up cycling.

Blue badge parking for disabled cyclists We will trial a blue badge sticker prioritising cycle parking for disabled cyclists who use their cycles as a mobility aid. We will encourage the police to apply discretion when a blue badge cyclist needs to come off the carriageway.

Residential cycle parking We will expand our existing cycle hangar scheme and investigate other best practice models.

Green spaces We will promote cycling for leisure in our green spaces, and include these spaces in our cycle network.

Cycling on footways We will work with the police to deter cycling on the pavement but we will support their discretion when young children and those who cycle as a mobility aid need to come off the cycle network.

Cycle training We will expand our existing cycle training scheme and investigate options of training on different types of cycles, such as cycle hire. We will speak to all the organisations currently offering cycle training in Southwark and consider ways to share resources and knowledge. We will work with our local schools and British Cycling to ensure that bikeability training is included in the school curriculum. We will investigate opportunities to expand cycle training in schools to encourage more children and parents to start and promote cycling. We will develop targeted marketing campaigns to promote cycle training to our diverse communities.

Principle 4

“When the spirits are low, when the day appears dark, when work becomes monotonous, when hope hardly seems worth having, just mount a bicycle and go out for a spin down the road, without thought on anything but the ride you are taking.”

Arthur Conan Doyle

Cycling for health and wellbeing.

The health benefits delivered by cycling go beyond personal physical activity, although this is one of the biggest benefits. More cyclists will result in healthier environments, with fewer cars on the road, cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries.

Objective 4.1 Promote the wellbeing benefits from improved mobility and better access to workplaces, services, social and leisure opportunities

Objective 4.2 Address health inequalities by supporting more active communities, particularly in areas of high health need or deprivation

Objective 4.3 Create healthier environments by prioritising cyclists and pedestrians

Objective 4.4 Ensure all have access to cycle training and supported rides

Objective 4.5 Invest in leisure cycling opportunities in green spaces

Promise 1 – Value for Money

Promise 2 - Free Swimming
and Gyms

Promise 7 – Safer Communities

Promise 10 – Age Friendly

Borough

London and international best practice

Family cycle clubs A focus on having fun and building confidence has been effective in breaking down the barriers to cycling in hard to reach communities in Hackney. Family cycle clubs were set up so the whole family could learn to cycle (using pool bikes) in a relaxed and informal environment. Trainers and mechanics were recruited from the local area and communities, and participants found 'buddies' for additional support. All who completed the course received a free recycled bike and lock.

Health and Wellbeing Programme, Imperial College Healthcare NHS Trust The trust introduced a staff bike loan scheme called 'I heart cycling' in February 2011. Staff can hire a bike for up to eight weeks, before buying their own. Survey results have shown that staff felt fitter, less stressed and happier, lost weight and felt more productive.

My Best Move, NHS London Through an hour and a half lunch time session, this scheme provides GPs and practice staff with the skills and confidence to support patients to change their behaviour. The training helps GPs understand what activities are available locally so that they can advise patients of suitable, easy-to-start activities, such as walking and cycling.



Family cycle clubs
Having fun and building confidence

Image courtesy of Hackney Council

Southwark case studies

Herne Hill Velodrome The last remaining 1948 London Olympic stadium has been expanded to include a specialist junior velodrome, a multi use games area, and lighting on the main track so that the velodrome can be better used by children, disabled and older people. The Herne Hill Velodrome hosts more open race events than any other velodrome in the UK, and was the first to host a women only categorised track event in 2013. It provides off-road training, with specialist cycle training sessions for women and children of different ages.

Silverfit This organisation supports people over 45 years to live an active life. They coordinate cycle confidence training in Burgess Park every Tuesday, as well as track cycling taster sessions at Herne Hill Velodrome.

Breeze Bike Rides Breeze is a British Cycling programme which aims to get more women cycling. Led by women for women Breeze bike rides are local, friendly and informal. They are coordinated by local volunteers and the rides are short and traffic free, ideal for busy women or women who haven't cycled for a while.



Silverfit
Cycling for over 45s

Image courtesy of Silverfit

Illustrative future projects



Sharing resources Cycling should be fun! Cycle training and led rides provide a supportive environment to gain both the skills and confidence to cycle. There are a number of independent programmes that run across Southwark. While they are successful, there are significant opportunities to expand by sharing resources and knowledge, and by better applying targeted marketing campaigns.



GP referral programme and welcome packs There is a strong history of personal travel planning (PTP) in transport. This approach will be applied in an innovative way in Southwark, expanding Southwark's existing GP referral programme. We will provide information to new residents when they move into Southwark with their first council tax letter, outlining the support available to start leading a healthier, more active lifestyle, which includes cycling. This information will be tailored and sent out to residents and businesses when renewing their car parking permits.

Health economic assessment tool (HEAT) We will use the WHO/Europe HEAT analysis methodology to produce a cost-benefit ratio for proposed cycling interventions. All major highway schemes must ensure that they benefit and facilitate active travel modes.

Principle 5

“The bicycle is the noblest invention of mankind.”

William Saroyan, Nobel prize winner

Cycling as an investment.

There are direct economic benefits for increased levels of cycling. Studies show that by attracting cyclists this generates additional revenue for local traders. In 2010, cycling generated almost £3 billion a year for the UK economy.¹¹

Objective 5.1 Recognise the economic value of cycling

Objective 5.2 Improve cycle parking in city centres, destinations and stations

Objective 5.3 Support businesses using cycling as a key part of their activity

Objective 5.4 Future proof the borough for cycling with all new developments to invest in cycling

Objective 5.5 Promote cycling to visitors

Promise 1 – Value for Money

Promise 8 - Education,
Employment and Training

Promise 9 - Revitalised
Neighbourhoods

¹¹ London School of Economics, 2011, Gross Cycling Products report

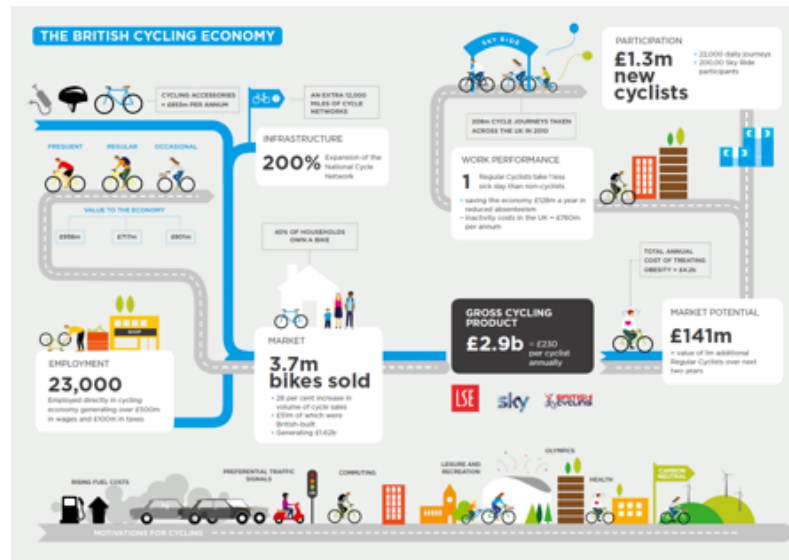
London and international best practice

8th and 9th Avenues, New York City The Measuring the Streets report by NYCDOT indicated that on the areas surrounding the protected cycle lane there was an increase in retail sales by 49 per cent (locally-based businesses on 9th Ave from 23rd to 31st Streets) compared to 3 per cent borough-wide.

Lygon Street, Melbourne The study by Alison Lee and Alan March in 2010 demonstrated that economic benefits may be achieved by replacing car parking with cycle parking in public space areas. In their study on Lygon Street they found that that each square metre allocated to bike parking generated \$31 per hour, compared to \$6 generated for each square metre used for a car parking space.

Bike Works Bike Works started in Tower Hamlets in 2007 and has now expanded to four premises across London, offering a full range of repair services, sale of new and refurbished bikes and cycle maintenance courses from beginner to professional level. They deliver numerous community cycling programmes, including employability for disadvantaged groups, all ability cycling, bicycle reuse and recycling, schools cycle training.

Bobbin Bicycles Bobbin Bicycles is owned by husband and wife team, Tom Morris and Sian Emmison. It originally started as a shop in Islington, but they soon started to manufacture their own bicycles and now export all over the world.



The British Cycling Economy
Employment, market, infrastructure, work performance, participation and market potential

Image courtesy of LSE

Southwark case studies

Gnewt Cargo This Southwark based business is an award-winning, FORS accredited, last mile logistics company. It was founded with the mission to disrupt the logistics industry for the better, reducing pollution, particulate emissions and congestion while delivering better performance and door step experiences than any of its competitors. Over the last year, Gnewt Cargo have grown over 200 per cent, and have set up their second major Central London site this year. They have over 100 vehicles and employ over 100 staff. They have been profiled in the Sunday Times Business section as well as trade press and are working towards their ISO 14001 accreditation. Their environmental impact is measured through independent assessment of emissions, independently verified by the University of Westminster to cut CO2 emitted per parcel by 62 per cent on like for like deliveries. They now deliver on average between 5,000 to 10,000 parcels daily into the Congestion charge zone emission free.







Borough Market Cargo Cruiser Borough Market in partnership with Better Bankside trialled using a cycle to make the 'last mile' deliveries to shops, restaurants and cafés. The scheme was successful and there are now plans to improve and expand the trial.



Gnewt Cargo
Last mile delivery company based in Southwark

Image courtesy of Gnewt Cargo

Illustrative future projects

-   **Delivery by cargo cycles** We will look at how we can change the way goods and services are delivered and better utilise cargo cycles. Informed by Better Bankside's trial and the knowledge of our local last mile cargo companies, we will work with local businesses to discuss management of deliveries and potentially signing up, where possible, to switching deliveries to solely cycles.
-   **Prioritising cargo cycle parking** In conjunction with the blue badges for disabled cyclists, we will undertake a trial prioritising cargo cycle parking.
-   **Local cycling economy** We will support the local cycling economy through knowledge sharing, as well as undertake a study to identify the proportion of spend to mode in local business. Recognising the value of our tourist economy, we will promote cycling to tourists and investigate reward partnerships with local businesses.

Principle 6

If I can bicycle, I
bicycle.

David Attenborough

As easy as walking.

Cycling in Southwark needs to be rebranded to achieve greater levels of participation. Like any product, it needs to be sold as useful, and most importantly, fun and liberating to our diverse population. In some cases, particularly for those who use their cycle as a mobility aid, cycling can be even easier than walking.

Objective 6.1 Develop a cycling culture by marketing cycling as practical and something everyone can do easily, and learn at their own pace and manner

Objective 6.2 Create a cycling brand for Southwark: when you think of cycling, you think of Southwark

Objective 6.3 Ensure Southwark Council is an exemplar employer, developing a cycling culture within the council and actively supporting more staff to cycle

Objective 6.4 Ensure marketing campaigns are targeted, and show everyday people of Southwark cycling

Objective 6.5 Continue to work with children and parents to ensure cycling becomes ingrained at an early age

Objective 6.6 Work together with businesses, organisations, cultural and religious groups to culturally integrate and promote cycling

Promise 1 – Value for Money

Promise 6 – A Greener

Borough

Promise 7 – Safer Communities

Promise 10 – Age Friendly

Borough

London and international best practice

Cycle Chic This Danish website features a different portrait of a Copenhagen cyclist every day – showing the huge variety of different cyclists.

Bikeminded Kensington and Chelsea won a London Cycling Award in 2014 for their Bikeminded multimedia marketing campaign. The website profiles local cyclists and it is a comprehensive online tool for everything cycling related, from events to cycling essentials and cycling related news.

City Cycle Style City of London have been raising the profile of cycling in the city for a number of years. In 2011 they ran the City Cycle Style exhibition, engaging the photographer Horst A. Friedrichs to take portraits of celebrity and local cyclists, from Paul Smith to couriers, and auctioning the photos in aid of the charity Bear Necessities.



Bikeminded, Kensington and Chelsea
A multi-marketing campaign promoting cycling

Image courtesy of Bikeminded

Southwark case studies

Better Bankside marketing campaigns Better Bankside has done significant work marketing the importance of cycling to the Bankside communities. From their Bankside Urban Forest framework model to their marketing of cycling services they have targeted many different groups within their area.

Burgess Park BMX The park opened in August 2013 as an Olympic Legacy Project at the heart of the Aylesbury Estate regeneration project. The aim of the project was to make BMX accessible to all in a safe and secure environment, and promote fun ways of participating in physical activity in a deprived neighbourhood. The track has become a flagship for raising participation levels in BMX riding and sport in general, and has provided opportunities for new and existing riders reaching schools, youth groups and individuals of all ages from diverse cultural and social backgrounds. During school holidays 20-30 new riders sign up every day.

Bike It Plus Officer, Dulwich Since January 2014 a Sustrans Bike It Plus Officer has been working in Dulwich and Herne Hill to support more children and families to start cycling both to school and around Southwark.



Burgess Park BMX
Making cycling accessible and fun

Image courtesy of David MacKenzie

Illustrative future projects



A cycling brand We will rebrand cycling, reclaiming our culture of cycling in Southwark through targeted marketing campaigns and profiling local cyclists with portraits of them on their cycles. We will show the broad demographic of cyclists in Southwark, particularly women, older people, disabled people, families, children and black and minority ethnic groups. We will show that you don't need expensive or specialist cycling clothing.



Development hoardings We will investigate opportunities for using development hoardings to promote the different faces of cycling in the borough.



Schools We will continue to work with schools and investigate how we can expand our current activities to reach parents and carers. We will set up a panel of parents to discuss proposed designs and proposals, and assist with normalising cycling by encouraging children and parents to cycle together. We will encourage teachers to cycle to school.

Unlocking the network

Planning for the future.

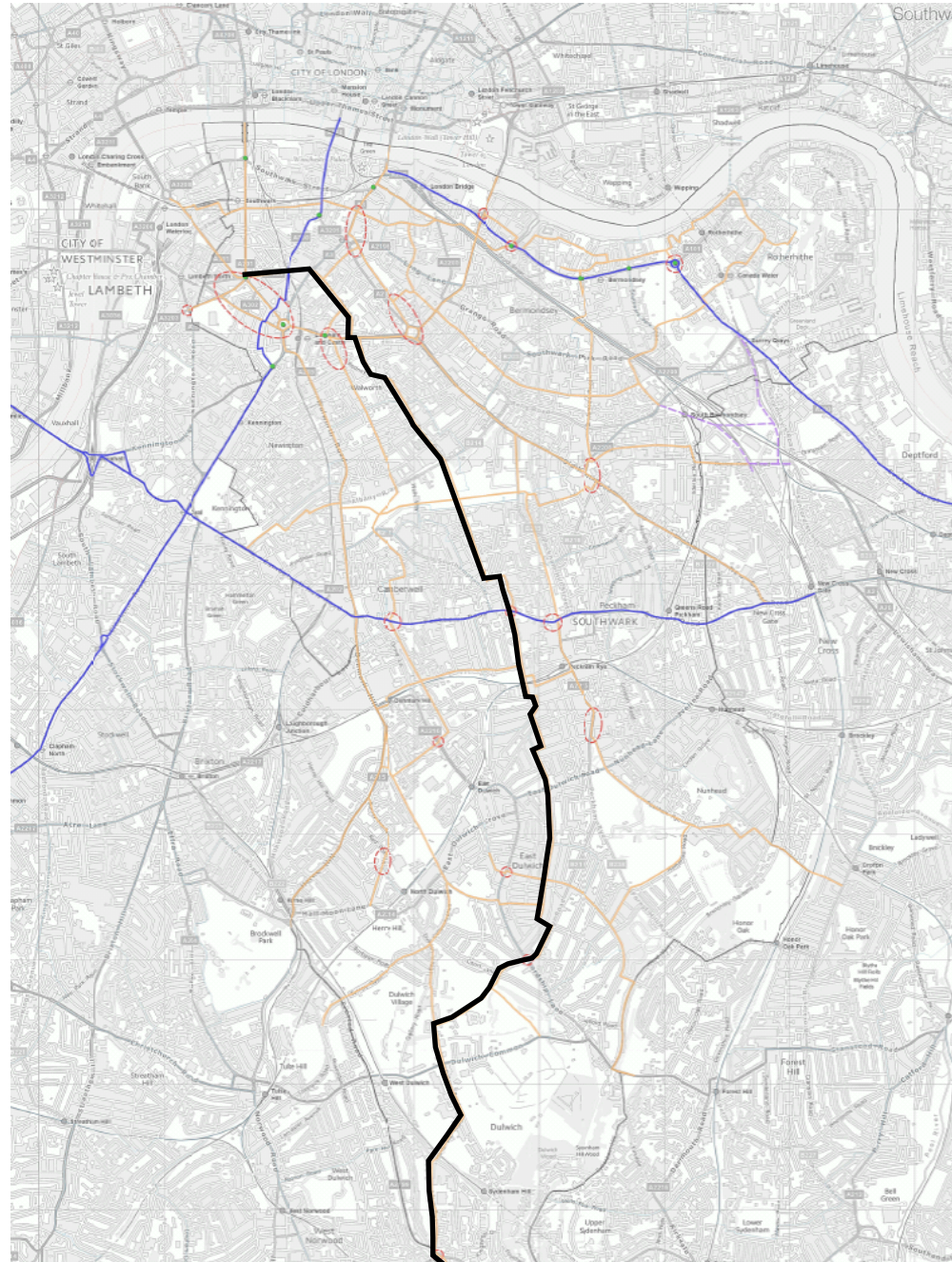
We have developed a cycle network over many years, delivering schemes such as the LCN+ and Greenways, and more specific schemes such as the Greendale segregated cycle route, which extended the existing segregated cycle route from Greendale, across Denmark Hill, to connect Dulwich and Ruskin Park in Lambeth. The problem with the existing network is that it often failed at the difficult sections, leaving cyclists stranded at busy junctions.



Southwark Spine cycle route

Our first priority is to deliver a completely new, high capacity strategic cycling corridor with clear space for cycling, running the whole length of our borough. This will form the central spine of our network, linking the new north-south cycle superhighway to Dulwich and beyond. The route will be cohesive, direct, safe, attractive, comfortable and easy to navigate for all ages and abilities. It will be physically segregated in areas of heavy traffic or large vehicles, with different signals to prioritise cyclists at junctions. On streets with moderate traffic, and fewer large vehicles, the road layout, including parking, will be reallocated to provide for cycling and walking. On residential streets, traffic will be heavily calmed or designed out. Links through parks and open spaces will be direct and designed to avoid conflict with other users.

We will continue to deliver the new generation cycle routes as part of the Mayor's Vision for Cycling programme, such as cycle superhighways and quietways, which will complement the spine of our network. We also recognise that developing a cycle network is more than just delivering strategic cycle routes. It is also about catering for all the other trips people want to make and ensuring residential streets are good for cycling by designing out unnecessary motorised traffic and giving priority to cyclists and pedestrians.



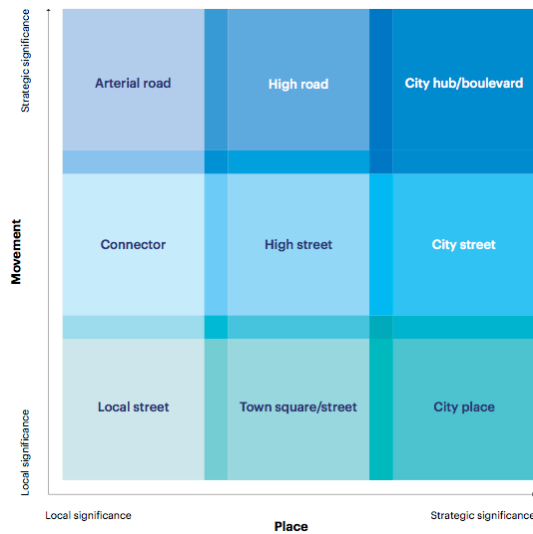
Cycle network

In conjunction with finding out where the missing links for cycling are in Southwark, we will also identify and define the desired function of all of our streets by undertaking a transport network analysis. Eventually we will have a map which shows the various types of streets, with a cycle network which can be used for every type of journey.

Proposed Southwark Spine cycle route



Transport network review We need to look at how the entire transport network works. In the past, we have not always looked at the network as a whole, which has resulted in gaps and inconsistencies. Cycling will be the natural choice for getting from A to B for everyone, with safe attractive routes away from large vehicles or fast moving traffic. To achieve this we must prioritise cycling and reallocate road space to cyclists and pedestrians. We will use the Roads Task Force framework, or a similar methodology, to identify and define the desired function of all of our streets. We believe this is one of the core pieces of evidence that we need. This will take some time and resources but it will ensure every trip is catered for and that the road system supports the needs of cyclists as well as other road users. By reviewing our streets we can determine the primary routes for both cycling and other traffic.



Roads Task Force framework
RTF report, 2013

Complete system of connections According to the guide, Enabling Cycling Cities, five factors determine whether a cycle network is likely to attract cyclists:

- Cohesive: all relevant attraction points should be included, including origin and destinations
- Direct: the more direct the better
- Safe: the separation of vehicle types and speed reduction
- Attractiveness: including the scenery, public safety and lighting
- Comfort: protecting cyclists from heavy fumes and using the 'natural' routes that people follow

We believe navigation is the sixth factor. We don't think you should need a map to navigate our cycle routes and to get to where you want to be. In developing our cycling network we will apply these principles.



Identifying the missing links We need to identify how to link up areas where conditions are good for cycling and to overcome barriers that separate them from other areas. This is all about making the network more permeable for cyclists. As part of our consultation process, we will ask our cyclists and non-cyclists to discuss what they would like to see in Southwark. We will discuss their local journeys, and what would make cycle journeys more cohesive, direct, safe, attractive, comfortable and easy to navigate: the missing links. Many of the improvements for cycling will also benefit walking, and we will ensure that we improve the streets for walking and ensure that the walking network is as robust as

School travel plans

We will ask our schools to identify the missing links through their school travel plans, and involve children, parents and teachers in designing solutions for the cycling network.



the cycling network.

Cycling framework We will deliver the missing links in phases, unlocking the network over time. We will prepare a framework that will be included in the New Southwark Plan. This will ensure that the missing links are identified in policy and addressed as part of the planning and investment processes.

How will we deliver?

Leadership

Community leadership Shared vision and community leadership are integral to achieving our cycling potential. We want to ensure that the vision for cycling is a shared vision and one that can be fully embraced and promoted by leaders within our communities. We need parents, carers and grandparents, community and religious leaders, teachers, doctors and nurses, business owners cycling and leading by example. This type of leadership is key to achieving our ambition.



Southwark Council We will lead by example. We will be an exemplar employer, developing a cycling culture within the council and actively supporting more staff to cycle for work and leisure. We will start by revising our Travel Plan. We will aim for FORS Gold standard accreditation. Our Cabinet Members have pledged their leadership and they will look at how they can support cycling as part of their portfolios across all council business. We will make the hard decisions, particularly in regard to reallocating space and funding from motorised vehicles to cycling, to ensure long term gains for cycling. Our prioritisation of cycling will be evident in the New Southwark Plan.

Kickstand sessions

In June 2014, to build understanding and expertise within the council, the Dutch organisation Mobycon was engaged to provide expertise on Dutch and Danish best practice. This was where the vision for Southwark's cycling strategy started.

Cycling champions Southwark's councillors will champion cycling, and encourage other business and community leaders to become champions.

Engagement and partnerships



Early engagement and consultation We began by speaking to a range of key stakeholders, such as our Cycling Joint Steering Group, neighbouring boroughs, the Metropolitan Police, Greater London Authority (GLA), Transport for London (TfL) and the academic community, in developing our approach and strategy. We will now take our vision to our communities and listen to their needs – both for now and the future – to design a connected network and programme that supports existing and future cyclists. The success of achieving our vision lies with our communities. We will attract future cyclists and actively engage non-cyclists to comment on the strategy. To find out more about our

Southwark and our neighbouring boroughs
We are committed to working together with our neighbouring boroughs to deliver strategic cycling schemes and to ensure our networks are connected and cohesive. We will also identify opportunities to share resources and deliver work in partnership.



consultation and engagement activities across Southwark, please visit www.southwark.gov.uk/cyclingstrategy

Partnerships As part of our network approach, we will work closely with our neighbouring boroughs and TfL to ensure that our cycle routes are connected. We will work with our Business Improvements Districts (BIDs) and local businesses to further develop the local cycling economy, and assist with investment in cycle friendly infrastructure, promoting a cycling culture and ensuring new developments are future proofed for cycling. We will work with parents and carers, schools, tenants and residents associations, community and religious groups, and other organisations and businesses to identify best practice and schemes that we can work on together. We will work closely with other agencies to address key issues, working closely with the police around cyclist casualties and utility companies regarding works on cycle routes. We will also work with our universities to ensure innovative approaches and best practice in Southwark, as well as identify research opportunities. We will ask groups such as Wheels for Wellbeing and our cycle cargo companies to comment and test street and parking designs to ensure that they are accessible.



Cycling Joint Steering Group We have expanded the existing Cycling Joint Steering Group to include disability groups and non-cyclists to advise us of the needs of future cyclists. As part of the consultation process, we will be asking for nominations for a parents panel to discuss proposed designs and proposals, and assist with normalising cycling by encouraging children and parents to cycle together.

Critical friends To ensure we stay on track, we have engaged the Dutch company Mobycon and their partner Copenhagenize to be our critical friend.

Policies

We will ensure that cycling is embedded into the council's work programme, and that all work undertaken by the council considers and facilitates cycling where possible.

Key documents Some of the documents that shape cycling in Southwark include:

- Southwark Plan
- Southwark Transport Plan
- Public Realm Asset Management Plan
- Highways Access Management Plan
- Parking Network Management Plan
- The Mayor's Transport Strategy
- The Mayor's Vision for Cycling
- The London Plan
- Draft London Cycle Design Standard
- Draft London Infrastructure Plan 2050



New Southwark Plan The Southwark Plan provides the framework for all land use and development in Southwark. It is used to determine planning consent. It is through strong cycling policies that identify the missing links that we can ensure that we future proof cycling in Southwark through the planning process. The New Southwark Plan, which will be adopted in 2017, is being consulted on in parallel with this cycling strategy.

Southwark Transport Plan The council's Transport Plan was adopted in 2011 and outlines how we will improve travel to, within and from the borough. We monitor our progress and publish an Annual report. It includes targets and policies for cycling and other modes.

Regeneration areas We will ensure that cycling is embedded in all neighbourhood plans, area action plans and opportunity areas.



Laws

We will work with the police to enforce speed limits and traffic regulations, including those for cyclists. We will support all police to undertake cycle training to ensure greater awareness of cycling. We will work with the police and ask them to use their discretion when children and those who use cycles as a mobility aid need to come off the carriageway. We will push for changes and new legislation to enable innovative schemes and safer streets.

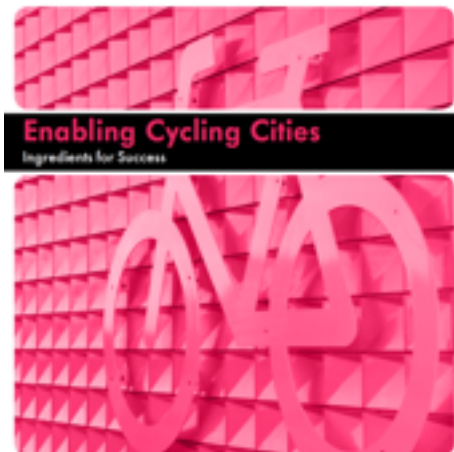
Best practice



The principles of our strategy are founded on Dutch and Danish best practice. We have explored local and international best practice to inform our approach. If things don't work, we will learn from our mistakes. We will share our knowledge with our partners, and publish our findings as we progress. We will continue to engage with the academic community and local universities to ensure that we use the most recent research and best practice to inform our practices.

Providing opportunities

We will work with Southwark's local universities to undertake research projects and develop best practice. We will focus on ways to further unlock the cycling network and attract new cyclists.



Funding

£2 million for cycling

£2 million has been ring fenced by the council to deliver cycling schemes and the council has pledged to match fund cycle hire expansion in the borough.



We will prioritise spending on cycling across all relevant work programmes to achieve our ambitions. However, not every scheme will need to be expensive or complicated as just a few bollards across a road, or a hay bale for a trial can make all the difference. We will use the funding that we have available in smarter ways, and particularly use redevelopment within Southwark to unlock our cycling network.

Local Implementation Plans (LIP) The council secures funding for transport projects from TfL through the LIP programme. Delivering improvements to make cycling more attractive for all has long been a key objective of the council's transport improvement programme, which incorporates the LIP programme.



Development All development applications are assessed against the Southwark Plan. The New Southwark Plan has stronger cycling policies, with higher levels of cycle parking and provision for cyclists. We will ensure cycling is supported through travel plans, and that funding is detailed in any travel plan submitted. We will ensure HGV driver safety training and vehicle standardisation through construction management plans. Funding is also routinely secured as part of planning obligations (section 106 and Community Infrastructure Levy) for transport projects. By developing a cycle network framework we will be able to ensure that we can ring fence funding from development to achieve our cycling potential.

Revenue and capital budgets Along with funding from TfL and development contributions, the council invests a significant amount in highways and transport schemes through its revenue budget. This includes the borough's parking, maintenance and highway asset programmes.

EU funding The council applies for EU funding, particularly for research projects. We are currently working on the project VeloCittá, working with four other cities, Lambeth Council and TfL to develop targeted marketing campaigns to increase cycle hire usage.

Sponsorship We will investigate sponsorship opportunities and business investment in developing our cycling programme.

Measuring success

Target 1 Increase the proportion of those cycling in Southwark from 4 per cent in 2013/14 to 10 per cent by 2025/26, with an interim target of 5.5 per cent by 2016/2017

Target 2 Reduce all cycling casualties by 44 per cent by 2020

What will success look like?

Achieving our targets We aim to have the highest growth of cyclists and cycling trips in London, as well as the safest roads. In 2013 we doubled our cycling mode share target and this strategy is a response to this increase. We will continue to monitor our progress and revise in the future if appropriate.

There will be three stages to the collision reduction target:

1. Reduction in casualty rate year on year to 2020
2. Reduction in actual numbers beyond 2020
3. Work towards 'vision zero'

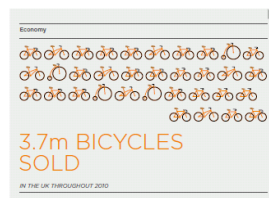


Image for illustrative purposes only

Demonstrate what the number of new cyclists/trips would look like

Image of number of healthy lives



Evidence base Understanding current and potential levels of cycling is critical. We will continue to build on existing datasets to develop our knowledge of cycling trends, including commissioning original research where gaps in our knowledge exist. We are working with universities, students and researchers across London to help us build on our knowledge of cycling in Southwark and London.

Data sets that we currently collect and monitor include:

- London Travel Demand Survey
- Cycle demand study
- Pre and post surveys 20mph
- Collision data
- Bikeability
- Cycle hire
- Cycle training
- Traffic counts, including cycling
- Air quality



Research required includes:

- A detailed collision risk analysis needs to be undertaken, looking at near misses as well as places people avoid cycling. We will investigate current reporting mechanisms and how this can be improved.
- Survey of all cycling businesses to identify contribution to local economy.
- Identification of proportion of spend to mode in local business (analysis of existing raw data).
- Develop an online annual survey looking at satisfaction with cycling in Southwark, including questions like, 'Southwark is good for cycling with children.' We will also include cycling questions in the annual Tenants and Residents' survey and the BID surveys.
- We will undertake more counts, such as looking at the gender split of people cycling in particular places and monitoring levels of motor traffic on designated cycle routes where cyclists need to share.
- We will collect data on the behaviour of cyclists and motor vehicle drivers at difficult junctions.
- Identification of ways the council can support parents to participate and facilitate cycling with their children and communities.
- Survey of council staff travel patterns and our existing business practices, such as deliveries.
- Quantify and, where possible, monetise the health impacts of schemes that support cycling using tools such as the HEAT programme.
- Focus groups to identify key messages for marketing campaigns.

Benchmark We will benchmark ourselves against other comparable inner London boroughs.

Enabling innovation We will try new things and identify opportunities for trials. We want our communities to suggest new approaches, and be active participants in delivering a world-class cycling infrastructure and support programme. We don't believe that every scheme needs to be expensive to work. Future projects could include community-led street closures, to trialling new road layouts and cycle routes.

A new culture of cycling We will have achieved our vision when people cycle for transport, without thinking about it, not because they are a *cyclist*. People in Southwark, and across London, will cycle because it is cheapest, easiest, fastest and most enjoyable way to get around. We will have all demographics equally represented, and therefore an infrastructure that meets the needs of children, families, older people, disabled cyclists, everyone. We will have cycling facilities to accommodate parents and children, disabled cyclists' needs and people cycling with loads.

No one will say, 'You must be brave!'

We will see deliveries made by bike, with less white vans and HGVs on the street.

Bikes will be affordable, and ample cycle parking will be available at home and at your destination.

We will see children cycling to school, people cycling to work, the shops, parks, to catch up with friends. We will see people cycling happily in their everyday clothes, with little specialist gear except for a bike and a good lock and the route will be direct, comfortable, attractive, safe, and connected.

Next steps



Consultation and engagement

This is just the start of the process, as we take our vision and engage with our communities, listening to their needs – both for now and the future – to design a connected infrastructure and system that supports existing and future cyclists. We have started work through our early engagement processes, consulting groups such as the Cycling Joint Steering Group (CJSG) as well as other key stakeholders.

As part of the engagement and consultation process we will ask our communities for details of local journeys, whether they cycle or not, and to identify the barriers that they experience. We will collate these details and use them to inform our network review.

Public consultation

The public consultation will be held during November and December 2014. To find out more about our consultation and engagement activities across Southwark, please visit www.southwark.gov.uk/cyclingstrategy

How will we use your comments? Once the public consultation period is finished, we will evaluate responses received. In parallel, we will undertake a series of feasibility studies, estimating associated costs, and develop an approach to unlock the cycling network. We will continue speaking to our Dutch and Danish friends who will provide expert advice to us on proposed interventions and phasing. We will revise our cycling policies, which will be included in the New Southwark Plan and other council documents, to ensure that our vision for cycling is achieved. Our delivery programme and network framework will be included in the New Southwark Plan.

Southwark's cycling strategy will be adopted by Cabinet in March 2015.

Item No. 14.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Cabinet Response to the Housing, Environment, and Community Safety Scrutiny Sub Committee Report on the Southwark Community Warden Service	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Michael Situ, Environment, Recycling, Community Safety and Volunteering	

FOREWORD – COUNCILLOR MICHAEL SITU, CABINET MEMBER FOR ENVIRONMENT, RECYCLING, COMMUNITY SAFETY AND VOLUNTEERING

I am delighted to present this report for cabinet’s approval. The community wardens play an important role in Southwark in addressing environmental issues and anti-social behaviour. The wardens have also been a part of the council’s response to critical and major incidents. The housing, environment, transport and community safety scrutiny sub-committee recognised that the warden service is a well-managed and highly effective service and its recommendations aim to build on this by improving the way the service is engaging with other bodies and the wider public. This is welcomed and the response below sets out how the council will seek to implement the recommendations.

RECOMMENDATION

1. That cabinet approve the responses to the housing, environment, transport and community safety sub committee report on the Southwark wardens service set out in paragraphs 8-25 below.

BACKGROUND INFORMATION

2. In October 2013 the housing, environment, & community safety scrutiny sub-committee began a short focused scrutiny of the Southwark community wardens service.
3. The scrutiny review highlighted possible areas for consideration, including:
 - the balance of patrols
 - lack of public knowledge about the work of the service
 - ward councilors’ input into the service, training
 - follow-up on issues raised by the wardens.
4. The overview and scrutiny committee considered the sub-committee’s report at its meeting on 10 March 2014.
5. The sub-committee submitted a report to cabinet on 22 July 2014, setting out 9 recommendations. These recommendations have been reviewed by senior officers and the response is set out below.
6. The Southwark wardens service started in 2001 with the aim of ensuring that Southwark is clean and safe for its residents, businesses and visitors.

7. Since 2007 the service has had a greater emphasis on enforcement and were granted delegated police powers under the Community Safety Accredited Scheme (CSAS) in accordance with the Police Reform Act 2002. In addition to this wardens enforce local authority parks bye laws and environmental legislation, for dog fouling and litter. The CSAS powers were extended in 2012 to include, requiring details for begging, issuing a fixed penalty notice for cycling on a pavement where ASB is present, authority to control traffic and requiring details of persons failing to comply, requiring details of a person selling alcohol to either a person under 18 or a person who is drunk.

KEY ISSUES FOR CONSIDERATION

8. **Recommendation 1:** That community wardens (not managers) attend local police team meetings as a matter of routine.
9. Response: The primary role of the Southwark wardens service, is to provide a visible patrolling presence. This helps reassure our residents and addresses environmental and anti social behavior which impacts on their daily lives. Whilst the services recognises the importance of attending meetings, such as safer neighbourhood panels, it is vital that we do not compromise the patrolling presence on our street. The wardens receive intelligence and tasking from the police through a wide range of processes. These include direct requests from police officers and local neighbourhood team sergeants, wardens attending the police fortnightly tasking and coordinating meetings, requests from specialist teams to carry out patrols and through the ward panels. The wardens carry out a range of functions, which include the issuing of fixed penalty notices for littering and environmental crime, visible patrols around town centres and schools at key times, visiting vulnerable residents, patrolling of parks and taking direct action in tackling nuisance behaviour including street drinking, aggressive begging and anti social behaviour. Wardens operate two eight hour shifts per day. The times of the shifts in the summer period are 08:30 –22:30 and the winter period, 08.30 –20.00. The service will look at how best to manage the demands to allow wardens to attend ward panels where it is possible or engage with the panel chairs to support local priorities.
10. **Recommendation 2:** That performance information be posted on the community wardens website on a monthly basis and advertised via social media.
11. Response: Performance information on the warden service can be provided through the website on a monthly basis and advertised through appropriate social media.
12. **Recommendation 3:** That managers produce a quarterly newsletter on the work of the wardens' service which should be made available online.
13. Response: Quarterly reports will be progressed as part of the council's communications strategy to address anti social behaviour.
14. **Recommendation 4:** That the Southwark Wardens Service maintains a Twitter and Facebook account.
15. Response: This will be progressed in partnership with the council's communication team, in terms of an effective social media strategy to promote the work of the service.

16. **Recommendation 5:** That the wardens service regularly email all councillors with performance information and prominently advertise the reporting routes.
17. Response: Officers will look to provide timely information in a format, which can provide ward based reported incidents to councillors.
18. **Recommendation 6:** That representatives of the Wardens Service attend TRA meetings where it is possible and display posters about the service on estate notice boards.
19. Response: As referred to in the response to recommendation 1, it is important that the wardens provide visible patrols that offer reassurance to our residents and help tackle anti social behaviour and environmental crime. Officers will look to provide information for TRA meetings about the service and support meetings where specific issues arise.
20. **Recommendation 7:** That each year managers review the current allocations of wardens to different parts of the borough and consider if changes are needed. This written report should be submitted to the cabinet member to decide if changes are needed.
21. Response: The cabinet member for community safety and volunteering will receive an annual update on the service demands and the rationale for changes to the warden service.
22. **Recommendation 8:** That a meeting takes place between managers from the wardens' service, street cleaning and other interested departments and produces an action plan to address problems relating to Peckham Town Centre Car Park. The action plan should be reported to the cabinet member and the sub-committee.
23. Response: The warden service will work with colleagues from community safety, public realm and sustainable services in terms of the Peckham town centre car park. The development of an action plan will need to be undertaken in terms of the current use of the car park and as part of the councils approach to finding a long term solution for this area.
24. **Recommendation 9:** That community wardens be trained regularly and educated about counter terrorism as well as crime prevention. Southwark Community Wardens should be included in "Project Griffin".
25. Response: Wardens have been included in Project Griffin and will work closely with partners and businesses in a range of preventative programmes related to counter terrorism.

Policy implications

26. The response to the recommendations is in line with the council's fairer future promises, specifically in relation to the work undertaken by the warden service in making Southwark a place to be proud of.

Community impact statement

27. This report is a response to the recommendations of the housing, environment, transport and community safety Sub committee report on the Southwark warden

service.

28. The recommendations do not directly impact on existing policies or service provision for communities across the borough.

Resource implications

29. The response provided to the recommendations has no direct financial or staffing implications.

Consultation

30. This report is a response to the recommendations of the housing, environment, transport and Community Safety Sub committee Report on the Southwark warden service. The response relates to the service provision and do not have legal, financial or corporate service impacts.
31. In light of the above, comments from the director of legal services or the strategic director of finance and corporate services have not been sought.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Overview & Scrutiny Committee Agenda 10 March 2014	Scrutiny Team 160 Tooley Street London SE1 2QH	Peter Roberts 020 7525 4350
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=308&MId=4596&Ver=4		
Cabinet Agenda 22 July 2014	Constitutional Team 160 Tooley Street London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4861&Ver=4		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Michael Situ, Environment, Recycling, Community Safety and Volunteering	
Lead Officer	Deborah, Collins, Strategic Director for Environment and Leisure	
Report Author	Jonathon Toy Head of Community Safety and Enforcement	
Version	Final	
Dated	8 October 2014	
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	Yes	Yes
Date final report sent to Constitutional Team	8 October 2014	

Item No. 15.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Gateway 2 – Contract Award Approval: Refurbishment of the Athletics Facilities at Southwark Athletic Centre	
Ward(s) or groups affected:		Rotherhithe	
Cabinet Member:		Councillor Barrie Hargrove, Public Health, Parks and Leisure	

FOREWORD – COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR PUBLIC HEALTH, PARKS AND LEISURE

This Gateway 2, to proceed to award the successful tender, is another exciting step towards reinstating an athletics track in Southwark Park, made possible not least by Southwark's autonomously developed and foresighted London 2012 "Olympic Legacy Fund".

Having a full track and field facility will provide great opportunities for our residents. We already know that there is a considerable appetite for athletics in this borough. We know too that given the right opportunities our young people can compete with the best of them. Witness, for example, the success of our boys' relay team crossing the line in first place at this year's London Youth Games.

I am aware that discussions have advanced to install a resident club. But the challenge from now will be to establish a club which is truly Southwark, with participants drawn overwhelmingly from this borough, as well as coaches and backroom administrators.

Furthermore, I see participants to be at all levels of athletic and physical competence making use and indeed assisted in making use of Southwark's athletics provision. Everyone in Southwark, from whatever background or physical level of attainment, will be welcome to benefit from this soon to be shining addition to the thriving leisure and activity offer in Southwark.

So, this Gateway 2 makes possible a gateway to a much brighter future for athletics in this borough, access to the joy of physical activity.

RECOMMENDATION

1. That the cabinet approves the award of the contract for the refurbishment of the athletics facilities at Southwark Athletics Centre to Blakedown Sport & Play Ltd.

BACKGROUND INFORMATION

2. The previously approved Gateway 1 report sets out the procurement process for the appointment of a contractor for the refurbishment of the athletics facilities at

Southwark Athletics Centre (SAC). The strategy was to approach a least five companies.

3. To ensure we engaged with as many contractors as possible for this specialist and niche area of work, seven companies were approached who were found on the councils approved list and/or Sport England's approved list of Artificial Sports Surface contractors.
4. Southwark Athletics Centre is a sports facility located within Southwark Park. The facility consists of a 400m seven lane athletics track, artificial turf pitch, and supporting building with changing rooms and a free-weights area and is the only public athletics facility in the borough.
5. The facility is currently in poor condition both internally and externally and does not deliver in terms of what would be expected of a community sports facility. The track and field facilities are not usable
6. The council has a strong track record of performance by our young people in Street Athletics and the London Youth Games. However, without proper facilities, our aspiring athletes are not able to progress and currently have to train outside of the borough.
7. The site, following investment, will focus on grass-roots athletics and the development of a Southwark athletics club. Sports development activities will be lead by the council's athletics activator. There is also an aspiration for the facility to deliver a disability sports programme.
8. The project received planning permission on 9 September 2014.
9. Tenders were sent out following planning permission, and documents included details of planning conditions pertinent to the tender.

Procurement project plan (Key Decision)

Activity	Complete by:
Approval of Gateway 1: Procurement Strategy Report	30/01/2014
Invitation to tender	10/09/2014
Closing date for return of tenders	01/10/2014
Completion of evaluation of tenders	03/10/2014
DCRB/CCRB Review Gateway 2:	07/10/2014
Notification of forthcoming decision – despatch of Cabinet agenda papers	14/10/2014
Approval of Gateway 2: Contract Award Report	21/10/2014
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	30/10/2014
Contract award	01/11/2014
Add to Contract Register	01/11/2014
Contract start	17/11/2014
Contract completion date	01/07/2015

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

10. The objective of the procurement is to award a contract for the refurbishment of the athletics facilities at Southwark Athletics Centre.
11. The key elements of the work involve:
 - Reconstruction of the synthetic athletics track to provide a six lane 400m track with an eight lane 100m straight, including installation of International Association of Athletics Federations (IAAF) approved prefabricated surface suitable for wheelchair racing
 - conversion of the central derelict synthetic turf pitch to natural grass
 - upgrading of floodlights
 - installation of a hammer and discus cage
 - the relocation and installation of the following athletic facilities:
 - shot put circle
 - pole vault runway
 - long/triple jump runway and pit
 - steeplechase pit
 - javelin runways and
 - high jump fan.
12. The work proposed will allow a full programme of athletics disciplines to be delivered at SAC for the first time.

Policy implications

13. The proposed works provide continued support for the council's priority to improve the health of the borough and improve the stock of leisure facilities. The SAC project is one of the ten projects awarded funding through the council's Olympic Legacy Fund.
14. The project will contribute to the aims and objectives of Southwark's Physical Activity and Sport Strategy 2014 -17 for increasing participation in physical activity through the provision of new and enhanced sports facilities.

Tender process

15. A total of seven contractors were approached and asked to submit tenders.
16. Invitations to tender were issued immediately following the granting of planning permission. A three week tender period was chosen to ensure the relevant timescale for approvals could be achieved.
17. The timescales were deemed ambitious but achievable for the production of quality tender returns. All contractors were aware of the tender period from the outset.
18. Tenders were sent to the following contractors.
 - White Horse Contractors Ltd
 - Smith Construction (Heckington) Ltd

- Cleveland Land Services Ltd
- Aggregate Industries trading as Spadeoak
- Blakedown Sport and Play Ltd
- SIS Ltd
- ETC Surfaces Ltd.

19. Tenders have been received from the following two contractors:

- Blakedown Sport and Play Ltd
- Aggregate Industries trading as Spadeoak.

Both companies were on the council and Sport England's approved lists.

20. Tenders were not received from the following five contractors:

- White Horse Contractors Ltd
- Smith Construction (Heckington) Ltd
- Cleveland Land Services Ltd
- SIS Ltd
- ETC Surfaces Ltd.

21. Only one company requested an extension to the deadline. The company indicated that a submission was still to be made before the deadline, and their withdrawal on the day before submission was unexpected. This issue was raised at a late stage and by only one contractor.

22. Other reasons given for non-submission included:

- One company highlighted the extent of their current workload as a factor
- The other companies were unable to deliver all elements required.

23. Although we would have liked to see a greater number of submissions, the tender submissions received were of a sufficiently high standard of quality and detail to enable a robust evaluation to be made with only minimal points of clarification required.

24. The limited response also reflects the specialist nature of the work the niche nature of the market. We are confident that a sufficient level of competition was therefore achieved.

Tender evaluation

25. The evaluation was done on the basis of a MEAT (Most Economically Advantageous Tender) assessment. The standard 70/30 price/quality ratio was used, with quality evaluated against the following areas:

- Resources
- Relevant experience relating to athletics facility development
- Project Management
- Quality Control
- Understanding aims and objectives of tender

26. The results of the evaluation are as follows:

	Blakedown Sport and Play	Aggregate Industries trading as Spadeoak
Total Score %	95	85
Rank	1	2

27. It is recommended that Blakedown Sport and Play Ltd (Blakedown) is awarded the contract for the following reasons:

- Blakedown's tender submission is the most economically advantageous tender
- Blakedown have extensive experience of recent comparable athletic facility developments including:
 - Down Grange Sports Complex (Basingstoke) – Refurbishment of athletics track and hockey pitch
 - Embankment Athletics Arena (Peterborough) – Reinstatement of athletics track and field facilities
 - Queen Elizabeth II Stadium (Enfield) – Reinstatement of athletics track and field facilities
 - Woodcote High school (Surrey) – New athletics track and upgraded grass pitches
- Blakedown are on both Sport England's framework and the council's approved list
- The Blakedown tender submission included a good level of detail relating to methods of delivery, project management and quality control.
- The submission has been assessed as very good value for money, and is commensurate with the 2013 pre-tender estimate.

Plans for monitoring and management of the contract

28. Technical consultants will carry out intermediate key stage contract monitoring to ensure the work meets the requirements as set out within the specification. Monthly meetings will be held and payments linked to the delivery of key phases of work.
29. Council officers will have overall client and project and risk management control of the project and will scrutinise works as the project progresses.

Identified risks for the new contract

30. Overspend – the contract price includes a provision to cover any unforeseen costs should they arise. Site surveys were carried out at pre-tender stage to identify key site issues within reason which are included in the details of the specification. A contingency is available in the unlikely event of additional issues arising.
31. Technical issues – the council have commissioned technical consultants to prepare and monitor the detailed specification. The project scope has been fully

investigated to ensure that the specification of works covers all requirements for the project and these have been fully addressed within the tender submission

Community impact statement

32. The reinstatement of SAC will bring this important facility back into use and will have a beneficial impact on the health and wellbeing of local people, especially young people. The programme on offer will also include opportunities for older people, families and disabled people to take part in physical activity. Schools and community groups will also be encouraged to make use of the centre.

Economic considerations

33. Facility management cost post development fall within existing leisure management contract arrangement and budgets.

Social considerations

34. The activities planned post-development are designed to engage local young people and bring together the communities that surround the facility.
35. Pursuant to section 149 of the Equality Act 2010 the council has a duty to have due regard in its decision making processes to the need to:
- (a) Eliminate discrimination, harassment, victimization or other prohibited conduct;
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not
 - (c) Foster good relations between those who share a relevant characteristic and those that do not share it.
36. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equality Duty also applies to marriage and civil partnership, but only in relation to (a) above. The aims and objectives of this proposed procurement are intended to provide benefits for all sections of the community and it is not anticipated that any individual or group will be disadvantaged.
37. The facility will be designed to be fully inclusive. The track surface specified for the tender is a preferred surface type for wheelchair users, and will enable us to deliver a disability sports programme for the first time at the facility.

Environmental considerations

38. The project focuses on improving the amenity of the SAC including transforming a derelict artificial pitch into natural grass, and upgrading existing floodlighting to reduce light spillage within Southwark Park.

Market considerations

39. Market considerations are as follows:
- The successful tenderer is a private organisation
 - The successful tenderer has less than 100 members of staff

- The successful tenderer has a national area of activity.

Staffing implications

40. There are no staffing implications as the contract will be managed within existing resources.

Financial implications

41. The latest approved council capital programme has a provision of £3 million available for this project. This is sufficient to cover the proposed works contract. The remaining provision will be used for phase 2 of the project (refurbishment of building) and associated fees.
42. It is envisaged that the proposed phase of the project will be completed by July 2015. The total expenditure incurred against the capital allocation for the scheme will be monitored and reported on as part of the overall Capital Programme.
43. There are no additional revenue implications expected as a result of the proposed works. If any are incurred they will be contained within the existing budgets held by the division. The total expenditure incurred against the revenue allocation for the scheme will also be monitored and reported on as part of the overall revenue programme.

Second stage appraisal

44. The financial appraisal of the company did not identify any major risks in awarding the contract of this size to the contractor

Legal implications

45. Please see concurrent from the director of legal services

Consultation

46. The investment in facilities at SAC is supported by key council departments and stakeholders including Friends of Southwark Park, local residents, and funders. The benefit of increasing participation by young people to address obesity levels is recognised. Some local residents have concerns regarding increased usage and noise; however these concerns are managed through the conditions issued through the planning process.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

47. This report seeks the cabinet's approval of the award of a contract for the refurbishment of the athletics facilities at Southwark Athletic Centre to Blakedown Sport & Play Ltd.
48. Seven companies were approached who were found on the council's approved list and/or Sport England's approved list of Artificial Sports Surface contractors.
49. The report notes that all the contractors were aware of the tight timescales for tendering from the outset. Although only two tenders were received these were

considered to be of a high standard and reflected the specialist nature of the contract.

50. The recommended provider's tender was assessed as providing very good value for money from a company with an excellent record in providing similar facilities.
51. Technical consultants will carry out intermediate key stage contract monitoring to ensure the work meets the requirements as set out within the specification. Monthly meetings will be held and payments linked to the delivery of key phases of work.
52. Council officers will have overall responsibility for the management of the contract with key stage monitoring being undertaken by technical specialists.
53. The report has been considered by both the environment and leisure departmental contracts review board and the corporate contracts review board.
54. This concurrent has been provided by the head of environment and leisure procurement.

Director of Legal Services

55. The director of legal services notes the contents of this report which seeks the approval of the cabinet to the award of a contract for the refurbishment of the athletics facilities at Southwark Athletic Centre to Blakedown Sport & Play Ltd.
56. On the basis of the information contained in this report it is confirmed that this procurement was carried out in accordance with contract standing orders and the relevant legal requirements.
57. The contract has been procured through Sport England's approved list of Artificial Sports Surface developments. The Gateway 1 report approved the use of this list.
58. Pursuant to section 149 of the Equality Act 2010 the council must have due regard to the need to:
 - a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
 - c) Foster good relations between person who share a relevant protected characteristic and those who do not share it.
59. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership are protected in relation to (a) only.
60. The gateway 1 report had due regard to PSED in this procurement.
61. The decision maker for this report is the cabinet following a request by the Leader.
62. CSO 2.3 provides that a contract may only be awarded if the expenditure has been included in approved revenue or capital estimates or has been otherwise

approved by, or on behalf of the Council. Paragraph 41 of this Report confirms how the proposed contract will be funded.

Strategic Director of Finance and Corporate Services (FC14/027)

63. The strategic director of finance and corporate services notes the recommendation in this report for the award of a contract for the refurbishment of the athletics facilities at Southwark Park. The report confirms that the council's capital programme includes £3m for this project. The total expenditure incurred against the capital allocation for the scheme will be monitored and reported on as part of the overall capital programme. The project timeline indicates that the expenditure will be incurred in the financial years 2014/15 and 2015/16.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
None		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Barrie Hargrove, Public Health, Parks and Leisure	
Lead Officer	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure	
Report Author	Tim Clee, Sports Facilities Project Officer	
Version	Final	
Dated	9 October 2014	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Head of Procurement	Yes	Yes
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Strategy	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 October 2014	

Item No. 16.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Acquisition of Freehold Interest in 71,73 and 75 Albion Street SE16 and 18 Brunel Road SE16	
Ward(s) or groups affected:		Rotherhithe	
Cabinet Member:		Councillor Fiona Colley, Finance, Strategy and Performance	

FOREWORD – COUNCILLOR FIONA COLLEY, CABINET MEMBER FOR FINANCE, STRATEGY AND PERFORMANCE

I'm delighted to bring this report today which represents the beginning of the end of the eyesore that is 71-75 Albion Street. With the purchase of the freehold of the properties we will be able to demolish these long empty, derelict homes and build brand new council homes as part of our 11,000 new council homes.

This site will become another element of the regeneration of Albion Street with projects including more new council homes on the site of the former library and behind the school, the rebuilding and expansion of Albion School, weekly market and regular Scandinavian Markets and the creation of a new public square outside the beautiful Norwegian Church.

I have every confidence that Albion Street is on the up!

RECOMMENDATIONS

That the Cabinet:

1. Approves the terms outlined in this report for the acquisition of the freehold interests in 71, 73 and 75 Albion Street, SE16 and 18 Brunel Road, SE16 (“the Properties”) inclusive of statutory costs.
2. Authorises the Head of Property, once acquired to allocate 71-75 (odd) Albion Street to the Albion Street Project Mandate, for the provision of new council housing.

BACKGROUND INFORMATION

3. The above mentioned houses form part of a long leasehold interest held by the council which satisfies the criteria for enfranchisement. The lease was granted for a term of 99 years from 24 June 1926 at a fixed ground rent of £0.25pa. The lease was due to expire on the 23 June 2025, however the expiry date has been extended as a result of the Formal Notice to acquire the freehold, which was served by the council on the 29 September 2010 and the lease will therefore expire once this process has ended.
4. 71, 73 and 75 Albion Street comprise a small terrace of three period three-bedroom houses on a small site (c 300 sq m) adjacent to two cuttings with deep retaining walls of circa 12 meters to the side (for the East London Underground

Line) and rear (for the Rotherhithe Tunnel Approach Road). All three properties have severe subsidence due to the close proximity of the cuttings and also a large tree to the side of them. 18 Brunel Road also comprises a period three-bedroom house which forms part of a small terrace of three houses. 18 Brunel Road is occupied by secure council tenant, whilst 71, 73 and 75 Albion Street are vacant due to the severe structural issues referred to above.

5. The landlord is an offshore company which is represented by a UK property management company.
6. Changes to the Leasehold Reform Act 1967 brought in by the Commonhold and Leasehold Reform Act 2002 enabled non-resident leaseholders of houses, such as the council, to exercise statutory enfranchisement rights for the first time. Following these statutory changes, the Executive approved (on 27 July 2004) a change of policy in respect of leasehold houses occupied by secure council tenants which enabled the council to exercise statutory enfranchisement rights and acquire the freehold interests in 17 occupied leasehold houses held from the Dulwich Estate at a substantial discount to vacant possession market value.
7. Previously Housing policy in respect of occupied leasehold houses had been focussed on the re-housing of secure tenants prior to lease expiries in order to limit dilapidations claims against the council on returning properties to landlords (usually the Dulwich Estate). The change in legislation has also been used to advantage to purchase the freehold interests in some vacant leasehold houses at a discount and then sell at full market value, generating capital receipts.
8. The successful service of a statutory Notice to Enfranchise should enable the council to acquire the freehold interest in the Properties at a discount to their vacant possession market freehold value.
9. A Formal Notice to acquire the freehold interests was served on the current freeholder on the 29 September 2010. The council appointed an external chartered valuation surveyor to negotiate terms on its behalf, due to the specialist nature of the work.
10. Negotiations between the council and the freeholder's appointed surveyor were protracted, primarily due to the freeholder's apparent reluctance to sell.
11. In light of mounting concern over the detrimental impact the Properties were having on the local community it was deemed necessary for the council to force the pace with negotiations.
12. Due to a continued unwillingness by the freeholder to negotiate, an application was lodged with the First Tier Tribunal (FTT, formerly Leasehold Valuation Tribunal) on 20 June 2014 for determination of the price payable.
13. On the 2 July 2014 directions were received from the FTT, with a hearing date for determination scheduled between a window of 22 September 2014 – 31 October 2014.
14. On the 2 September 2014, terms were finally agreed with the freeholder after a lengthy period of negotiations.
15. It is anticipated that the three derelict houses on Albion Street will feed into an

existing programme to upgrade the local area, under the Albion Street Project Mandate, with a proposed demolition and redevelopment of the site. The remaining property at 18 Brunel Road is currently occupied by a secure council tenant and is in significantly better structural condition. There is no plan to move the secure tenant.

16. Funding for the acquisition and associated costs was approved by the Investment Property Group (IPG) on 4 July 2013, without reservations.
17. Other options, such as obtaining a lease extension, have been considered and discounted on the basis that it would not be a financially viable option for the council. Under the relevant legislation, the council would be entitled to apply for a 50 year lease extension based on a modern ground rent agreed and calculated at £18,000 pa per house. The total liability to the council over the 50 year term, excluding rent reviews, would be £900,000 per house and the council would further forfeit the option of acquiring the freehold at a discounted rate at a later stage.

KEY ISSUES FOR CONSIDERATION

18. The estimated cost of the statutory purchase of the freehold interest in the Properties represents a discount from the freehold vacant possession market value of the Properties.
19. Formal valuations have been provided by the council's external surveyor, to support the purchase price agreed with the landlord for the freehold interest.
20. The statutory basis of valuation used to ascertain the agreed prices for the freehold interest in the Properties is expected to be the 'site value' method. This is the most advantageous basis of valuation available to an enfranchising leaseholder. In broad terms, the site value method of valuation enables a leaseholder to acquire the freehold interest for the proportion of the freehold value of the property (based on the assumption that the house is fully modernised) attributed to the land only. This figure is then discounted to take account of the remaining term of the lease: the longer the unexpired term, the greater the discount. The date of the valuation is the date when the Notice to Enfranchise was served.
21. If the council does not exercise its enfranchisement rights in respect of the Properties, they will revert to the landlord on expiry of the leases necessitating the re-housing of the occupying tenant of 18 Brunel Road and the council may face dilapidation claims on all four properties from the landlord.
22. A date for completion will be set shortly, subject to Cabinet approval being obtained on 21 October 2014. Advice from the Council's internal lawyers has suggested that a delayed completion till the end of October to allow for this necessary consent would be unlikely to cause any issues with the freeholder. It was further advised however that significant delays beyond the proposed completion date could potentially result in a claim for interest being lodged by the opposing solicitors.

Financial implications

23. This proposed capital expenditure falls within the capital program and will be resourced via the approved Housing Investment Program, which has an annual

provision per year for leasehold and freehold acquisitions, which is sufficient to cover this bid.

Policy implications

24. The proposed demolition and redevelopment of the Albion Street Properties will assist the council in meeting its commitment to regeneration and sustainability in housing as demonstrated through the 2009-2016 Southwark Housing Strategy.
25. The environmental improvements arising from the proposed demolition and redevelopment of the Albion Street Properties will assist the council in meeting its cleaner, greener and safer agenda.

Effect of proposed changes on those affected

26. The proposal to redevelop the three vacant properties will have a positive impact on the locality and will supplement the Albion Street Project Mandate, which was approved by cabinet in December 2012, with an agenda to regenerate the Albion Street area.
27. Increased investment into Southwark's stock to provide warm, dry and safe homes will have a positive impact on disadvantaged and minority communities, who are statistically more likely to be council tenants.

Community impact statement

28. The tenant in occupation of one of the Properties has been consulted about the council's intention to acquire that property but consultation to the wider community around the acquisition of the third party interests is not thought to be appropriate in this instance.
29. The acquisition of this third party interest and subsequent redevelopment of the vacant Properties will not negate the council's Diversity and Equal opportunities policies.

Resource implications

30. The acquisition of the Properties will be dealt with by the council's Property Division. This will be resourced from existing budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

31. Section 120 (1) of the Local Government Act 1972 ('the 1972 Act') authorises the council to acquire any land by agreement for the purposes of (a) any of its statutory functions or (b) for the benefit, improvement or development of its area. It is clear from paragraph 11 of this report that there is local concern about the dilapidated nature of the Properties and from paragraph 15 that acquisition by the council should ensure that they are redeveloped or refurbished which would ensure a benefit and improvement to the area. By virtue of Section 120 (2) of the 1972 Act the council may acquire by agreement any land for any purpose for which they are authorised by the 1972 Act or any other Act to acquire land, notwithstanding that the land is not immediately

required for the purpose; and until it is required for that purpose, it may be used for the purpose of any of the council's functions.

32. Cabinet is therefore advised that there are adequate powers available to the council to acquire the Properties. Cabinet is advised that acquisition of land and property, outside any scheme already agreed by members, where the market value is more than £100,000 is reserved to full cabinet for decision under Part 3C of the council's constitution.

Strategic Director of Finance and Corporate Services (FC14/028)

33. This report recommends that the cabinet approves terms for the acquisition of the freehold interest in 71-75 (odd) Albion Street and 18 Brunel Road, SE16 including the payment of statutory costs, and authorises the Head of Property to allocate 71-75 (odd) Albion Street, once acquired, to the Albion Street Project Mandate, for the provision of new council housing.
34. The strategic director of finance and corporate services notes that there is provision within the approved Housing Investment Programme for the cost of the acquisition and professional fees arising from the acquisition. Officer time to effect the recommendations will be contained within existing budgeted resources

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Plan

AUDIT TRAIL

Cabinet Member	Councillor Fiona Colley, Finance, Strategy and Performance	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Jason Guthrie, Surveyor	
Dated	9 October 2014	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES		
Officer Title	Comments sought	Comments included
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Date final report sent to Constitutional Team		9 October 2014

Draft pdf source

TITLE

71 - 75 Albion Street, SE16 7JA. APPENDIX 1
&
18 Brunel Road, SE16 6HZ.



DRAWING No.

LBS_3167

DRAWN BY.

MMANKTELOW
Property Division

DATE.

9/10/2014

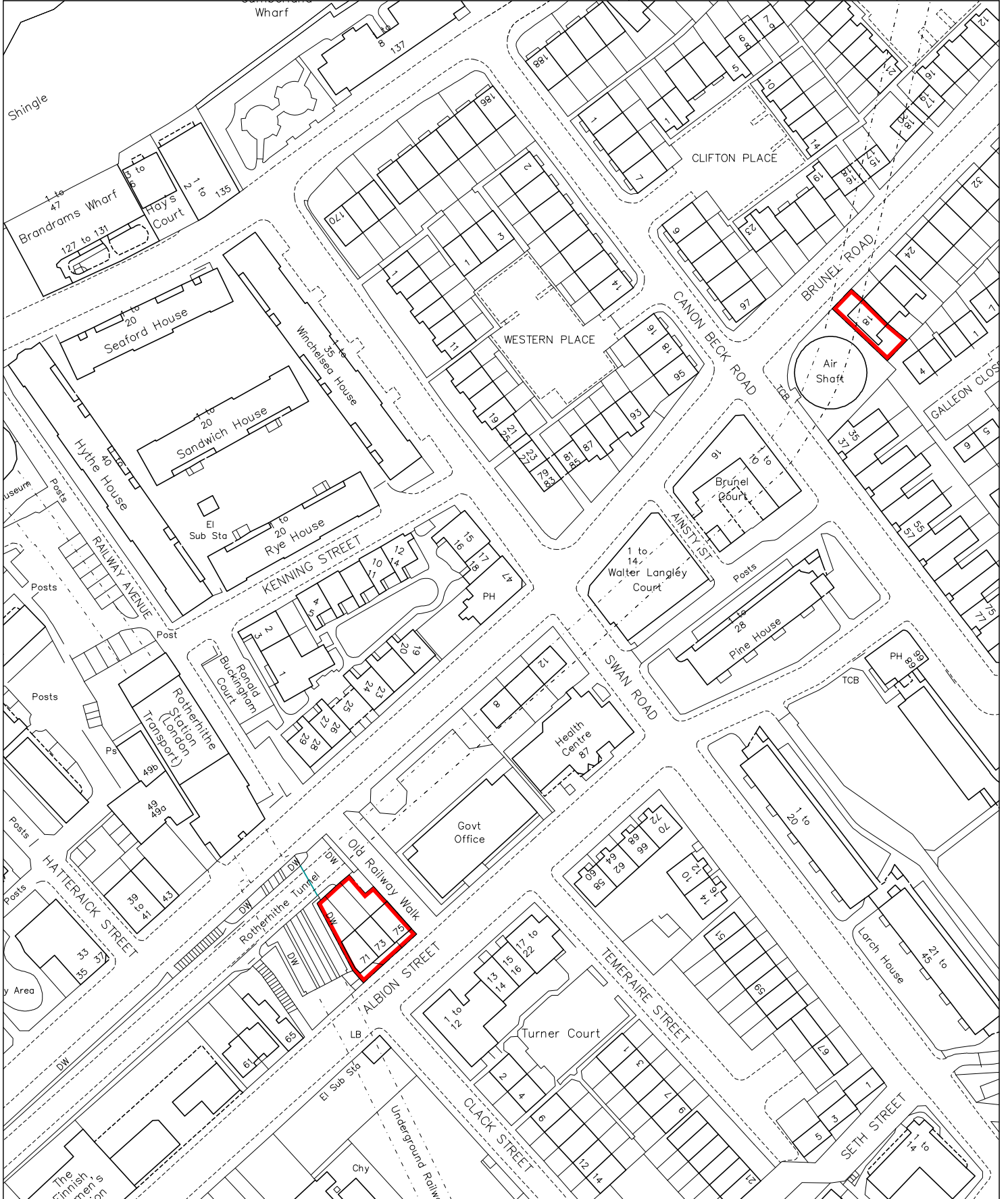
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Item No. 17.	Classification: Open	Date: 21 October 2014	Meeting Name: Cabinet
Report title:		Appointments to Outside Bodies 2014/15 – NHS Trust Bodies / Millwall for All	
Ward(s) or groups affected:		N/a	
From:		Proper Constitutional Officer	

RECOMMENDATION

1. That the cabinet consider and agree appointments to the outside bodies listed in Appendix A of the report for the remainder of the 2014/15 municipal year.

BACKGROUND INFORMATION

2. Each year the council makes appointments / nominates individuals to outside bodies. The cabinet considered appointments to outside bodies at its meeting held on 2 July 2014.

KEY ISSUES FOR CONSIDERATION

3. It is for the cabinet to make appointments to outside bodies in connection with the functions which are the responsibility of the cabinet (e.g. housing, education, social services, regeneration etc).

NHS Trust Bodies

4. At the meeting on the 2 July 2014 the cabinet nominated the cabinet member for public health, arts and culture to serve as the council's representative on the NHS Trust bodies. However since being nominated the cabinet member has identified that he will not have the capacity to serve on the trusts and has therefore requested that another representative be sought to ensure council representation at the trust body meetings.

Millwall for All (MFA)

5. On 30 September 2014 the council received a request from Millwall Football Club for a councillor representative to sit on the committee of Millwall for All, an initiative set up by the football club to promote inclusion, equality and diversity in football and other sports at amateur and professional level.
6. Appendix A to the report contains brief detail relating to the bodies the cabinet are being recommended to consider appointing / re-appointing to for the remainder of the 2014/15 municipal year.

Legal implications

7. Appointments to some of the outside bodies may carry risk both corporately and to the individuals appointed. Standards committee at its meeting on 9 November 2011 approved 'Guidance to Members who serve on Outside Bodies' which is intended to help councillors understand their duties when appointed to outside bodies, and how to handle conflicts of interest that may arise.

Community impact statement

8. The council is being invited to make nominations to various outside bodies. The nominations process has no direct impact on the community.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Guidance to Members who serve on Outside Bodies	160 Tooley Street, London SE1 2QH	Everton Roberts 020 7525 7221
Link http://moderngov.southwark.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13182&path=0		

APPENDICES

No.	Title
Appendix A	Appointments to outside bodies 2014/15

AUDIT TRAIL

Lead Officer	Ian Millichap, Proper Constitutional Officer	
Report Author	Everton Roberts, Principal Constitutional Officer	
Version	Final	
Dated	10 October 2014	
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
Date final report sent to Constitutional Team		10 October 2014

APPENDIX A

**APPOINTMENTS TO OUTSIDE BODIES 2014/15 –
NHS TRUSTS / MILLWALL FOR ALL**

Name	Purpose	No. of places	Notes
Guy's and St Thomas' NHS Foundation Trust (Council of Governors)	<p>To advise the trust on how it carries out its work so that it is consistent with the needs of the members and wider community.</p> <p>The governors:</p> <ul style="list-style-type: none"> • help the trust to carry out its duties in ways that meet with NHS values and the terms agreed with Monitor, the independent regulator for NHS Foundation Trusts • advise the trust on its longer term strategy • provide advice and support to the Board of Directors, who are responsible for the overall management of the trust. 	1	(Health function)
King's College Hospital NHS Foundation Trust (Council of Governors)	<p>Their vision is to become a fundamentally new kind of hospital built around patient need, offering patients the highest quality of care, and to deliver this as part of a joined-up and well-managed healthcare system, built in partnership with GPs and other healthcare providers.</p>	1	(Health function)
South London and Maudsley (SLaM) NHS Foundation Trust (Members' Council)	<p>To support the board of directors in setting the longer-term vision for the trust and to influence proposals to make changes to services and to act in a way that is consistent with NHS principles and values and the terms of the trust's authorisation.</p>	1	(Health function)

Name	Purpose	No. of places	Notes
Millwall for All	<p>The objectives of Millwall for All are:</p> <ul style="list-style-type: none"> • To promote equality and diversity in football and other sports at amateur and professional. • To promote awareness of equality and diversity in primary schools in Lewisham and Southwark. • To develop active programmes and partnerships designed to promote equality and diversity in football and build community cohesion. • To raise funds for equalities programmes. • To represent the boroughs of Lewisham and Southwark on equalities and diversity in football. • To publicise the work being done by Millwall Football Club to tackle racism and promote equalities and community cohesion. 	1	(Equalities and Diversity function)

CABINET AGENDA DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2014/15**

NOTE: Original held by Constitutional Team; all amendments/queries to
Paula Thornton/Virginia Wynn-Jones Tel: 020 7525 4395/7055

Name	No of copies	Name	No of copies
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Barrie Hargrove	1	Jim Crook	1
Richard Livingstone	1		
Darren Merrill	1	Officers	
Victoria Mills	1	Doreen Forrester-Brown	1
Michael Situ	1	Jennifer Seeley	1
Mark Williams	1	Norman Coombe	1
Other Councillors		Trade Unions	
Gavin Edwards	1	Roy Fielding, GMB	1
Jasmine Ali	1	Henry Mott, Unite	1
Catherine Dale	1	Sue Plain, Unison	1
Karl Eastham	1	Neil Tasker, UCATT	1
Tom Flynn	1	Michael Davern, NUT	1
Rebecca Lury	1	James Lewis, NASUWT	1
Claire Maugham	1	Laura Brook, ASCL	1
Adele Morris	1		
Rosie Shimell	1	Others	
Johnson Situ	1	Robin Campbell, Press Office	1
Anood Al-Samerai	1	Paula Thornton, Constitutional Officer	20
Group Offices		Total:	66
Chris Page, Cabinet Office	1	Dated: 13 October 2014	
Tom Layfield, Opposition Group Office	1		
Press			
Southwark News	1		
South London Press	1		
Members of Parliament			
Harriet Harman, MP	1		
Tessa Jowell, MP	1		
Simon Hughes, MP	1		