

Cabinet

Tuesday 27 January 2015

4.00 pm

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

Membership

Councillor Peter John
Councillor Ian Wingfield

Councillor Fiona Colley
Councillor Dora Dixon-Fyle 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

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Contact

Virginia Wynn-Jones 020 7525 7055 or Paula Thornton 020 7525 4395
Or email: Virginia.wynn-jones@southwark.gov.uk; paula.thornton@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 19 January 2015



Cabinet

Tuesday 27 January 2015

4.00 pm

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

Order of Business

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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

No closed items are scheduled for consideration at this meeting.

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

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

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	1 - 8
	To approve as a correct record the minutes of the open section of the meeting held on 9 December 2014.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests.	
8.	DRAPER HOUSE WORKS - INDEPENDENT INVESTIGATION - UPDATE REPORT	9 - 31
	To note the updated actions by officers following the publication of the independent investigation report.	
9.	CHILD SEXUAL EXPLOITATION: SOUTHWARK SAFEGUARDING CHILDREN BOARD ACTION PLAN	32 - 46
	To receive the report and appended action plan from Southwark Safeguarding Children Board.	
10.	FREE SWIM AND GYM IMPLEMENTATION	47 - 62
	To agree the proposals for the pilot offer for free swim and gym to begin in spring 2015 and approve the outline proposals for the implementation of the general free swim and gym offer from July 2016.	
11.	CULTURAL STRATEGY PROGRESS UPDATE	63 - 69
	To note the breadth of support the council gives to the cultural sector in Southwark and the resulting benefits to the community. To also note the actions taken to deliver the cultural strategy action plan.	
12.	GATEWAY 1 - A NEW APPROACH TO HEALTHCHECKS IN LAMBETH AND SOUTHWARK	70 - 94
	To note the outcome of a joint review of healthchecks carried out across Lambeth and Southwark and to approve the procurement strategy to undertake a competitive tender to commission a Lambeth and Southwark healthchecks delivery hub.	

Item No.	Title	Page No.
13.	HOUSING REVENUE ACCOUNT - FINAL RENT-SETTING AND BUDGET REPORT 2015/16	95 - 114
	To approve a rent increase of 2.2% to be applied to all housing revenue account dwellings with effect from 6 April 2015 and instruct officers to set rents for newly-let existing stock from 6 April 2015 at a target level for that property. To approve increases in the estate cleaning, grounds maintenance, communal lighting and door entry maintenance charges by 2.2% and increases in charges for non-residential property by 2.2%, with effect from 6 April 2015. To set heating and hot water charges and sheltered housing charges at the same level 2014/15.	
14.	SOUTHWARK REGENERATION IN PARTNERSHIP PROGRAMME	115 - 124
	To agree to the development of the proposed 'Southwark Regeneration in Partnership' programme.	
15.	SOUTHWARK HOUSING STRATEGY TO 2043	125 - 179
	To approve Southwark's Housing Strategy to 2043.	
16.	ABBEYFIELD ESTATE HINE (MAYDEW HOUSE) WORKS UPDATE	180 - 188
	To note the update report for Abbeyfield Estate HINE (high investment needs estate), Maydew House works.	
17.	DIVERSITY STANDARD	189 - 199
	To agree the draft diversity standard for consultation.	
18.	LONDON COUNCILS GRANTS SCHEME 2015-2016	200 - 205
	To approve the council's contribution to the London Councils Grants Scheme for 2015/16 subject to approval of the council budget by council assembly in February 2015.	
	OTHER REPORTS	
	The following item is also scheduled for consideration at this meeting.	
19.	POLICY AND RESOURCES STRATEGY 2015/16 - 2017/18 - REVENUE BUDGET	
	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**20. MINUTES**

To approve as a correct record the minutes of the closed section of the meeting held on 9 December 2014.

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

Date: 19 January 2015



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 9 December 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

All members were present.

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

No urgent items were identified. However an addendum report was circulated in respect of Item 10, Policy and Resources Strategy 2015/16 – 2017/18: Scene Setting Report. The addendum included a briefing produced by London Councils in respect of the Autumn 2014 statement.

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

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

4. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

5. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

6. DEPUTATION REQUESTS

There were no deputation requests.

7. MINUTES

RESOLVED:

That the minutes of the meeting held on 18 November 2014 be approved as a correct record and signed by the chair.

8. UPDATE ON THE PROPOSED PIPELINE FOR THE DELIVERY OF 1,500 NEW COUNCIL HOMES BY 2018

A letter from the Futures Steering Board (FSB) was circulated in respect of this item and Ian Ritchie and Cris Claridge were in attendance on behalf of the board.

RESOLVED:

1. That the progress in the direct delivery programme as part of the council's commitment to build 11,000 new council homes and especially the interim target, of 1,500 homes to be delivered by 2018 be noted.
2. That the continued progress underway within the direct delivery programme, that forms part of the commitment to build 11,000 new council homes over 30 years from 2013 to 2043 be noted, including, as instructed to the strategic director of housing and community services through the 22 July 2014 cabinet report that:
 - the future programme delivery for new council homes and the ongoing asset management of the existing housing stock has been brought together under the head of major works
 - the necessary capacity to oversee further programme delivery has been put in place
 - a comprehensive appraisal of the overall performance of current Housing Revenue Account (HRA) assets has taken place and will be presented to cabinet in January 2015
 - work is in progress to establish a wholly owned and controlled council 'vehicle' to secure future funding capacity for the programme and subsequent protection and proper use of assets created, to be operational from 1 April 2015.
3. That the identified sites in the schedule and map at Appendix 2 detailed in paragraphs 52-62 of the report be noted.

4. That authority be delegated to the director of regeneration, in consultation with the strategic director of housing and community services and strategic director of finance and corporate services to acquire land and housing for the direct delivery of new council housing and this be considered as a scheme pursuant to Part 3C of the council's constitution.
5. That it be noted that officers may wish to recommend the appropriation of land held within the general fund to the housing revenue account for the delivery of new council homes and will bring forward these proposals to cabinet for approval.
6. That it be agreed:
 - that rents for all new build properties will be set at the council's target rent without exception
 - to apply fixed tenant service charges for new build properties developed by the council at the prevailing rate for existing properties.
7. That the results of the completed community conversation already reported to November 2014 cabinet on a 'Charter of Principles' for governing our approach to engagement on housing investment and renewal be noted.
8. That the continuing role of the futures steering board (FSB) as a valued sounding board, providing important tenant and homeowner perspectives on the delivery of the 11,000 new council homes be noted.

9. HOUSING REVENUE ACCOUNT - INDICATIVE RENT SETTING AND BUDGET REPORT 2015/16

RESOLVED:

1. That a rent increase of 2.2% for all housing revenue account (HRA) dwellings (including estate voids and hostels) with effect from 6 April 2015 be noted on a provisional basis. This is in accordance with its decision on 28 January 2014 to increase rents by an amount equivalent to September CPI (consumer price index) plus 1% for each year up to 2017/18 (paragraphs 12 - 16 of the report). The average dwelling rent in 2015/16 under such an increase would be £101.25 per week (an increase of £2.18 per week on average).
2. That officers be instructed to consult regarding rent-setting for newly-let existing stock from 6 April 2015 (paragraphs 17 - 21 of the report), setting out effects on the housing revenue account (HRA) for that year, and also the medium and longer-term implications for the HRA business plan.
3. That with regard to other housing revenue account (HRA)-wide charges, increases of 2.2% in the estate cleaning, grounds maintenance, communal lighting and door entry maintenance charges as set out in paragraphs 31 -32 of the report with effect from 6 April 2015 be noted on a provisional basis.
4. That an increase of 2.2% to charges for garages, store sheds and parking bays, as

set out in paragraphs 33 – 34 of the report with effect from 6 April 2015 be noted on a provisional basis.

5. That no increase to district heating and hot water charges as set out in paragraphs 35 – 36 of the report with effect from 6 April 2015 be noted on a provisional basis.
6. That no increase to sheltered housing service charges as set out in paragraph 37 of the report with effect from 6 April 2015 be noted on a provisional basis.
7. That it be noted water and sewerage charges levied by Thames Water are liable to an inflationary uplift as set out at paragraph 38 of the report, but as yet the council has not been informed by Thames Water of what that increase will be.
8. That officers be instructed to provide a final report on rent setting and the housing revenue account (HRA) budget for 2015/16 after due consultation processes have been followed for consideration at their meeting on 27 January 2015.

10. POLICY AND RESOURCES STRATEGY 2015/16 - 2017/18: SCENE SETTING REPORT

An addendum report was circulated which included a briefing from London Councils on the autumn 2014 statement.

The council's head of community engagement reported some initial feedback from the budget consultation process.

RESOLVED:

1. That the actions taken to address the £31.4m gap between funding available and general fund spending, reported to cabinet on 21 October 2014 be noted.
2. That at the time of writing it be noted that the autumn statement was expected to be delivered on 3 December 2014, and provisional 2015/16 settlement figures were expected on 17 December 2014.
3. That the increasing importance that the generation, and retention of increased business rates revenues, above the levels forming the council's settlement funding assessment, have on the ability of the authority to set a balanced budget be noted.
4. That the changes in the council's estimates of grants due to the council in 2015/16 as shown in paragraphs 36 to 56 of the report be noted.
5. That as requested by cabinet on 21 October 2014, it be noted an amount of £700,000 will be included in the budget proposals to support the council's Southwark Emergency Support Scheme (SESS) at current levels for the duration of this policy and resources strategy.
6. That it be noted that budget consultation continues, and feedback will be included in the policy and resources strategy report to cabinet in January 2015.
7. That it be noted that the January report to cabinet will be considered by the overview

and scrutiny committee, and that any recommendations arising which are agreed by cabinet will be incorporated into the final report to cabinet on 10 February 2014 for recommendation to council assembly on 25 February 2015.

8. That following an announcement by the Secretary of State for Communities and Local Government on 25 October 2014 it be noted that any proposals to introduce a local supermarket levy will not be allowed by the government.
9. That officers be instructed to submit a further report including the 2015/16 provisional settlement figures, incorporation the feedback from the Southwark Spending Challenge, setting out a balanced budget for 2015/16 for consideration by overview and scrutiny committee, and approval by cabinet on 27 January 2015, for recommendation to council assembly on 25 February 2015.

11. DRAPER HOUSE WORKS – INDEPENDENT INVESTIGATION, FINAL REPORT – OFFICER RESPONSE

Councillor Tom Flynn, chair of the housing and community safety scrutiny sub-committee and residents of Draper House were in attendance. Councillor Tom Flynn responded to the report.

RESOLVED:

1. That the actions by officers following the publication of the independent investigation report into the major works contract at Draper House be noted.
2. That a further report is received by cabinet at its 27 January 2015 meeting on progress and responding to any concerns raised by residents, including communication issues.

12. APPROVAL FOR THE EXTENSION OF ST THOMAS THE APOSTLE COLLEGE'S (STAC) AGE RANGE FROM 11-16 TO 11-18

The head teacher and executive head of St. Thomas the Apostle College were in attendance and answered questions.

RESOLVED:

That the opening of a sixth form provision at St. Thomas the Apostle College be approved.

13. ALBION STREET REGENERATION

RESOLVED:

1. That a section of 2,260sqm of the site of the Albion Primary School, shown outlined on the plan at Appendix 1 to the report, be released from education use subject to consent of the Secretary of State and that a budget of £12m (including fees and

contingency) be made available to replace the school on the rest of the site.

2. That it be noted that as part of the Secretary of State consent process for change of use of education land, the value of the released land must be used for education purposes, which in this case, for consent purposes, shall be to part fund the provision of a new two form entry Albion Primary School.
3. That the sourcing of appropriate funding to deliver the new Albion School be delegated to the strategic director of finance and corporate services and to update cabinet through the quarterly monitor reports.
4. That subject to the outcome of an application for the consent of the Secretary of State for Education to change the use of the released land, it be agreed that the land shall be used for the delivery of new council homes and to that end the appropriation of the land from education to housing be authorised.
5. That the outcome of the recent public consultation exercise into the principle of releasing the school land and the response to issues raised be noted, which are set out in Appendix 2 to the report, which shall become part of the application for Secretary of State consent.
6. That the scope for the Albion Street Regeneration Framework be extended to include land around 71-75 Albion Street, shown on the plan at Appendix 3 to the report, with a view to delivering a mix use development including new council homes.
7. That progress with delivery of the regeneration of Albion Street as set out in the body of the report be noted.

14. GATEWAY 2 - CONTRACT AWARD APPROVAL - SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITIES (SEND) SCHOOL BUS TRANSPORT

RESOLVED:

1. That the award of the SEND school bus transport contract to Olympic South Limited (trading as Healthcare and Transport Services - HATS) for a period of five years and eight months with provision to extend for a further two years (1 + 1 years), making an estimated total contract value of £10.57m or £14.52m should the full extension periods be used be approved.
2. That it be noted that the contact will be awarded on 2 January 2015 but that the service will not commence until April 2015 to align with academic term times.
3. That it be agreed that the council's longer term ambition for service users currently travelling in school transport vehicles (buses and/or taxis) where possible, is for them to travel independently so as to support them to lead the fullest possible lives. Working in partnership with the provider, children, young people and their families, the aim is that we take this journey together over the course of the new contract.

15. EXTENDING THE THAMES RIVERSIDE FOOTPATH INCLUDING CONSEQUENTIAL LANDS TRANSACTIONS

Councillor David Hubber, ward member, welcomed the progress and expressed support for the proposals before cabinet. Councillor Hubber raised a number of concerns including the poor condition of the crane at the site and whether it would be possible to renovate or relocate and expressed the need for affordable housing on site.

RESOLVED:

1. That the terms set out in the closed version of this report for the Greater London Authority to release the restrictive covenant affecting 1-3 Odessa Street be agreed.
2. That following release of the restrictive covenant and Hollybrook Homes securing planning consent for the regeneration of 1-4 Odessa Street the council will transfer to Hollybrook Homes 1-3 Odessa Street the extent of which is shown hatched on the plan at Appendix C of the report on the principal terms set out in the closed version of this report.
3. That it be agreed that the council subsequently acquires the freehold interest at nominal consideration under section 227 of the Town and Country Planning Act 1990 the land shown cross-hatched on the plan at Appendix C of the report from Hollybrook Homes to extend the Thames Path and provide public realm.
4. That detailed terms be delegated to the head of property to agree and to take the necessary action to effect recommendations 1-3 including the extent of riverfront land at 1-3 Odessa Street to be transferred back to the council.

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.

16. MINUTES

RESOLVED:

That the closed minutes of the meeting held on 18 November 2014 be approved as a correct record and signed by the chair.

17. GATEWAY 2 - CONTRACT AWARD APPROVAL - SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITIES (SEND) SCHOOL BUS TRANSPORT

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

decision.

18. EXTENDING THE THAMES RIVERSIDE FOOTPATH INCLUDING CONSEQUENTIAL LANDS TRANSACTIONS

The cabinet considered the closed information relating to this item. See item 15 for decision.

Meeting ended at 5.30pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 17 DECEMBER 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: 27 January 2015	Meeting Name: Cabinet
Report title:		Draper House Works – Independent Investigation – Update Report	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Richard Livingstone, Housing	

FOREWORD, COUNCILLOR RICHARD LIVINGSTONE – CABINET MEMBER FOR HOUSING

At the December cabinet, members considered a report on the independent investigation into the problems experienced with the major works at Draper House, where unacceptable delays caused considerable hardship for residents. As many residents there had insufficient notice of that meeting, it was agreed to consider the issue further at this cabinet meeting.

The unfortunate events at Draper House have caused its tenants and residents to lose trust and confidence in the council. As a consequence, the council agreed that an independent review of these problems should be carried out as a step in the journey to create that trust and confidence. This review reported to the housing and community safety scrutiny sub-committee in September and officers have agreed an action plan to address the issues raised in that report and to also ensure recommendations from that committee's previous review were fully addressed and implemented. This report sets out those actions and responses.

I will be carefully monitoring the outstanding actions set out in this report and holding officers to account to ensure they are delivered.

Finally, I wish to thank Claer Lloyd-Jones for her work on this report, but even more importantly the tenants and leaseholders of Draper House for their co-operation in this important work to ensure that this series of events cannot be repeated.

RECOMMENDATION

1. That cabinet note the updated actions by officers following the publication of the independent investigation report and the previous report to cabinet on 9 December 2014 into the major works contract at Draper House.

BACKGROUND INFORMATION

2. Cabinet received a report on 9 December 2014 following the independent investigation commissioned into the contract at Draper House. Cabinet asked for a further report back on progress to their next meeting, to ensure that residents were invited and able to participate. Previously overview and scrutiny committee received an update report on 14 July 2014 regarding the major works at Draper House and what actions the council had taken, and continued to take, to improve contract management and the communication with residents following the original scrutiny review in June 2013 and report to cabinet in December 2013.

3. Since that report the independent investigation report commissioned by the director of legal services and monitoring officer has been produced and reported to cabinet. This had previously been reported to housing and community safety scrutiny sub-committee on 9 September 2014, to Tenants Council on 1 September 2014 and to Home Owners Council on 24 September 2014.
4. This report sets out the updated actions by officers to review and implement the recommendations of the independent report as well as the additional recommendations from the sub-committee on 9 September and Tenants Council on 1 September 2014.
5. The terms of reference for the independent investigation covered three broad areas:
 - Communications
 - Building Works
 - Governance and Transition.
6. The investigation was carried out by Claer Lloyd-Jones and the council received the final report on 16 July 2014. A copy of the report was sent to all the residents living in Draper House, ward councillors, Simon Hughes MP and other interested parties.
7. At the scrutiny meeting on 9 September 2014, the strategic director housing and community services reported that she would take personal responsibility for ensuring that the recommendations of the committee would be implemented fully. She also confirmed that she would meet with the DRA to monitor progress and ensure that actions were kept on track.
8. Since the scrutiny meeting, three meetings, face to face and by telecon have taken place on 19 September 2014, 6 November 2014, and 15 December with the chair of the Draper Residents Association (DRA), the strategic director of housing and community services and the independent resident's friend.
9. The first of these strategic meetings agreed with the DRA how council officers would work with them to take forward specific issues around the completion of the major works programme and how communications around major works and other issues would be agreed and signed off by the DRA before being circulated to residents. Overall, this joint working has been positive.
10. Comments have been received from the DRA on the residents' handbook which details information about the defects liability period and the final version has been agreed. At the DRA's request, a fridge magnet was produced which includes useful telephone numbers for how to report defects to the contractor, AE Elkins, and the council.
11. AE Elkins provides an updated tracker each Friday plotting progress and any additional defects reported, but as this shows defects in the common parts only, the DRA has requested information for internal defects, identified by floor if there is an issue with resident confidentiality, so that this information is captured and available to everyone. At the same time, a book has been placed in the concierge office on the ground floor of the block to capture any individual issues from residents. The dedicated project manager appointed for the Draper scheme has also had his commission extended to February 2015 to ensure continuity for residents during the initial defects period.

12. Where defects are reported to the council affecting common areas, the contractor has been on site quickly, responded directly to residents, and provided photos or videos to show that the defect has been corrected.
13. The residents' survey was compiled jointly with the DRA and the council's community engagement team to ensure that it asked the questions which residents felt should be asked to properly gauge the experience of every resident during the major works. The survey was hand delivered to all residents, an incentive was offered to increase the completion rate, door knocking was carried out to encourage residents to complete the survey and the deadline extended. There were 40 returns and the analysis of the results of the survey is included at Appendix 2.
14. The strategic meetings also covered wider communications with residents, over and above the major works. The current plans for the redevelopment of the Castle Day Centre is an important concern for the residents of Draper House and a pre planning application meeting has been arranged with council officers to discuss what will happen and when. The contractor for the redevelopment, Osbourne, has contacted the DRA directly to discuss how residents should be kept informed and the independent resident's friend organised a session on 20 November 2014 with the DRA to go through the planning process.
15. As part of the redevelopment process, residents who rented garages, which are due to be demolished, had to be found alternative locations within the vicinity of Draper House. After an initially disjointed start to this process, the DRA helped the garage team get back on track with this project and every garage renter has now been found alternative accommodation.
16. The head of community engagement is leading the review of the consultation process for Putting Residents First, and a nominated resident from the DRA alongside nominations from Home Owners Council and Tenants Council is included in the review group. The DRA were also involved in agreeing the terms of reference for this review.
17. These strategic meetings have been very useful in monitoring progress on each of the action points and it has been agreed that they should continue.

KEY ISSUES FOR CONSIDERATION

18. Section 9 of the independent report covered the key summary of recommendations and conclusion. The three key areas of the recommendations match the terms of reference of the investigation.
 - a. **Communications**, specifically managing communications; managing communications about delays and rebuilding trust and confidence with residents at Draper House.
 - b. **Building Works**, specifically systems and procedures to manage the contractors; what went wrong in the delivery of the project leading to breakdown in relationships, and lessons to be learned by the council, contractors and residents.
 - c. **Governance and Transition** specifically review the governance arrangements; examine the robustness of the governance arrangements and reviewing the contractual arrangements for the completion of works.

Way forward

19. The following is the list of the Summary of Recommendations set out in the independent report with officer comments against each. Key specific items contained within the report are also included in the officer comments. The Action Plan attached as appendix 1 summarises the recommendations and actions.

20.1 Communications

20.1.a) Managing Communications

- a) That in order to ensure consistency, openness and honesty, that one senior person in the council is responsible for and has oversight for ensuring that all communications from Southwark to residents within major works projects are open timely and effective, and that the identity of that person is made known to residents.

Response

Every single major works contract in Southwark now has a single project manager who is suitably experienced and qualified to be able to cope with any big issues, is responsible for ensuring all communications with residents are open, timely and effective including dealing promptly with complaints. Residents are written to at the start of every project to advise who the project manager is. The Design and Delivery Managers review this with each project manager on a regular basis, and the review is also a regular agenda item at Resident Project Team meetings. Resident responses to queries are normally done within ten working days maximum.

On Draper House, the strategic director of housing and community services met with the chair and vice-chair of the Tenants and Residents Association on 19 September. At that meeting, she agreed with the DRA how the communications would be managed for the remainder of the project. This included agreeing that the DRA would be fully involved in agreeing the content of communications to residents and that the community engagement team would lead on this for the department. This has worked successfully.

- b) That in order to ensure that communications are effective and relevant, that regular soundings are taken through the Tenants and Residents Associations, in this case DRA, and through satisfaction surveys. This will ensure that matters raised by residents are given sufficient consideration. These sounding should also explore residents' preferences for methods of communication, including the use of emails, texts etc. This should be done at a pre-works stage.

Response

For every major works project there is a Residents Project Team (RPT) set up as soon as possible, made up of both leaseholders and tenants with the aim that this is as representative of the residents on the scheme as possible. The core of this project group is representatives nominated by the TRA but officers also work with the TRA to recruit residents who represent the whole area. If this is not possible due to insufficient resident interest then consultation is done via the relevant TRA. Minutes are kept of all meetings and methods of appropriate communication are discussed and agreed with residents. The RPT meetings discuss scope and progress of

works, including specifications and a tailored communications strategy which meets the requirements of residents at the particular scheme. Before and after photos can be produced for the RPT/TRA at the end of the project and at specific milestones if required. Email distribution lists for information are also being used wherever possible including copying to local councilors. If there is no TRA and no resident interest in an RPT, then regular update letters and newsletters are sent to residents.

Satisfaction surveys are routinely carried out on completion of works, and for larger/more complicated projects, a residents survey will also be carried out halfway through the project.

The residents' satisfaction survey for Draper House was jointly developed with the DRA and the community engagement team to ensure that the questions fully reflect all aspects of the scheme and are written from a resident's perspective.

It was agreed that there should be 4 objectives of the survey:

- *Customer focus and experience – what was your experience during the major works*
- *Quality of the works – was the work the quality you expected*
- *What were your expectations of the work done to your home and what were your expectations of the work going on in the block (individual and communal)*
- *What went well, what went badly*

The survey was delivered to every resident by the community engagement team and the returns summary is attached as Appendix 2.

- c) Where residents' organisations on site have effective communication systems, as is the case with DRA, that consideration is given to producing joint communications. For example the pack to be produced for residents providing advice at the end of the works would benefit from being produced jointly.

Response

Wherever possible, the council agree and/or distribute joint communications with the TRA/Resident Project Team. This has included the production of the residents pack upon completion of works and information letters. At Draper for example a specific meeting with the TRA took place on 18 August 2014 to discuss the ongoing process for handover and defects reporting and follow up procedures.

It has been agreed with the DRA that any information which is being sent to residents will be checked internally by the council before being sent to DRA representatives for their input before being communicated to residents and this has been taking place.

- d) That careful consideration is given to the content of communications with residents so that the council is seen to be joined up, for example information about other work and its impact at Elephant and Castle, to expect information about fireproofing and fire procedures, the impact of subsequent gas supply and meter works, a response to the council

assembly deputations, an update on the OSC recommendations, an update on complaints.

Response

Wherever possible, the council uses the Resident Project Teams for major works schemes as an opportunity for residents to raise issues outside of the actual contract, and if necessary invite the appropriate council officer to attend to discuss specific topics. At Draper for example, Southern Gas Network have attended the RPT and DRA to discuss the future gas supply and meter works. The Compliance Operations Manager is now taking a lead on the consultation for these works and the ongoing communications with the DRA as the initial stages of consultation proved that a senior presence was needed to manage the relationship more directly.

- e) That ward councillors are pro-actively briefed on progress on major works in their ward by officers on a regular (weekly or fortnightly) basis.

Response

Ward councillors were receiving a weekly update on the major works at Draper House at the latter stages of the contract. We will ensure on future major works schemes that local councillors receive copies of every letter, newsletter, invites to meetings and notification of drop in sessions and are provided with regular updates on overall programmes.

- f) That a copy of this report is distributed to all Draper House residents.

Response

A copy was sent to all residents immediately following publication of the report.

20.1.b) Managing Communications about delays

- a) My recommendations in relation to communications generally in 6.10(in the report) above will assist in dealing with any further delays on the project.

Response

These points are covered in 20.1a above.

- b) In explaining delays to major works projects it is important for the council to look at the issue from the residents' point of view and inform residents as soon as possible and preferably before the delay occurs. An apology should start the communication. The council will need to explain why the delay occurred, why it was not avoidable, how long it will last, the impact on residents if any, and the impact on the rest of the programme.

Response

This will be done on all future projects where there are any delays. The council closely monitors each contractor's programme and resources however to ensure that delays are kept to a minimum.

20.1.c) Rebuilding Trust and Confidence with residents at Draper House

- a) A senior council presence to be available on site equipped and empowered to deal with queries and snagging problems personally.

Response

Southwark had a full time project manager on site for Draper House empowered to deal with all queries and snagging issues. His contract has been extended following practical completion of the works, although he is now based at Tooley Street, and he will continue to manage the initial defects liability period in recognition of the need to ensure that issues are dealt with quickly and effectively. For all future major refurbishment schemes, such as High Investment Needs Estates(HINE) a dedicated project manager will be deployed.

It has been agreed with the DRA that when the current project manager leaves in 2015, the council will work with the DRA to agree handover arrangements.

- b) Transition arrangements once the works are finished should be via a single point of contact. The Housing Management Team has a vital role to play here given that they had the major relationship with the residents before the major works started, and will do so once the contractor and major works team leave Draper House. In order to establish this a build ownership of the solution a meeting of all relevant parties should be held soon to include DRA, MWT, Housing management, Elkins, Mace, Ward Councilors, and Complaints. The aim of the meeting will be to establish clear arrangements during the 12 months defects liability period and beyond.

Response

A meeting took place with Draper TRA on 18 August 2014 to discuss transition arrangements, including having a single point of contact within Southwark for Draper residents.

The meeting between the strategic director of housing and community services and the chair and vice-chair of the DRA on 19 September agreed that there should be quarterly update surveys to identify defects liability works outstanding jointly agreed by the DRA and the council up to the end of the defects liability period. This means that surveys will take place in January, April and August.

The council will provide a complete log of individual resident defect liability surveys completed to date and the results will be available to both the council and the DRA.

- c) Establish a single point of contact for emails and correspondence and stick to it, other officers and Members can respond that the point of contact will be dealing with the correspondence within a certain time scale.

Response

The key lead Southwark person for contact on each scheme is the project manager, and in the case of Draper House, it was the on site project manager, who is now based at Tooley Street.

20.2 Building Works**20.2.a) Systems and procedures to manage the contractors**

- a) That the recommendations from the OSC review of Draper House are fully implemented and the results published to residents.

Response

This report sets out the proposals for dealing with all the recommendations in the report. The council has already appointed an independent residents' friend to work with the DRA and this has already proved to be a positive step in how the council and the DRA work together. The resident's friend has brokered meetings to discuss how the council and the DRA will work together in the future and to ensure that the recommendations are fully implemented.

- b) That prior to determining the staffing arrangements for Major Works projects, that a risk assessment is carried out to determine whether additional attention or resource may be required on that site. Where it is required, the council should deploy an appropriate employee with sufficient authority to attract respect and whose decisions in relation to design and spend on the project would be binding.

Response

For every significant major works project, the Head of Major Works makes an assessment as to whether additional staff resources and particular skills are required on site for that particular scheme in addition to the usual project manager and his/her project team. A recent restructure in the Major Works section means that the project managers have additional senior support with two Design and Deliver managers now in place.

The project manager's responsibilities include ensuring all pre-contract activities such as obtaining licenses and ensuring a risk register is in place and that the contractors have all the information they require to start on site, including information from any previous contractors.

- c) That Southwark reviews the effectiveness of 'Putting Residents First' by using resident surveys during works as opposed to afterwards, and looking at best practice policies elsewhere. This includes reviewing the effectiveness of the Draper House RPT.

Response

For all large major works projects in future, a residents' satisfaction survey will be carried out half way through the project as well as at completion stages. A separate review has been started by the Head of Community Engagement into the Putting Residents First process which includes a representative from Draper TRA and other residents and leaseholders with experience of Major Works elsewhere in the borough. The Head of Community Engagement is also looking at best practice elsewhere as part of this review. The review panel met for the first time on 11 December 2014 and has two more meetings scheduled in January 2015 following which recommendations on improvements to the Putting Residents First process will be put forward to the cabinet member for housing and strategic director of housing and community services for immediate implementation.

- d) Resident liaison becomes a stronger selection criterion in future procurements, and is given greater priority in the decision whether to extend the existing three partnering contractors contracts.

Response

Resident liaison is a key factor in the selection of contractors for the new

framework contracts and to ensure this, both a representative from Tenants Council and Home Owners Council are on the Project Board. All operatives will be expected to have been trained in customer care and this will be fully tested during the contract evaluation stage.

Resident satisfaction is one of the key criteria used as one of the Key Performance Indicators (KPIs) in deciding whether to recommend to Cabinet to extend the current partnering contracts.

20.2.b) What went wrong in the delivery of the project leading to breakdown in relationships

- a) That a programme of works is produced by the contractor for the RPT, the project team and residents in major works sites. That the programme shows work to communal areas as well as works to individual properties.

Response

For all major works projects, programmes are being produced for both internal and communal works and prominently displayed as well as being discussed at each RPT. These include 'mini programmes' for internal works to residents' homes. Residents will be given notice of when access is required and how long for. Contractor newsletters will be used to clarify this information.

20.2.c) Lessons to be learned by the council, contractors and residents

- a) That before practical completion on each major works site that the RPT conducts a facilitated review of the project. That the outcome of the review is published to residents and is given recorded consideration by the management team of the Major Works department.

Response

The Head of Community Engagement is currently reviewing this as part of the review of the PRF process.

20.3 Governance and Transition

20.3.a) Review the governance arrangements

- a) That in assembling project teams, the skills and experiences of its members is carefully examined in advance. Sufficient experience and expertise of both construction work and customer service are essential.

Response

The Head of Major Works ensures this is carried out concurrently with an appropriate training programme for all staff. A recent training programme has just been completed for contract managers in the Major Works team, carried out by Baker Tilley. In addition a rolling training programme for the whole Major Works team is also currently underway on customer service issues and every member of the team is either in the current training programme or will start shortly.

20.3.b) Examine the robustness of the governance arrangements

- a) That clear written explanations of the roles and responsibilities of project teams are published along with contact details, and that future project teams do not have two project managers.

Response

Clear written roles and responsibilities were presented to residents at Draper. This will also be done for future major projects as a standard document.

Each project has only one project manager, with the sole exception of Draper, where a specific on site project manager was appointed after the Breyer contract was mutually ended, as it was felt a higher level of project management and liaison with residents was required. The overall project manager has been kept to ensure overall continuity on the scheme, and to deal with queries related to Breyer work, but the vast majority of residents contact has been with the on site project manager, who is now based at Tooley Street.

- b) That decision- making is delegated to Project Managers at on-site level.

Response

This has always been the case within the boundaries of the contract and council policies such as Warm, Dry and Safe. (WDS)

- c) That Southwark provides clear methodology for how accountability to both residents and Councillors will work in future major projects

Response

The council has clear guidelines for consultation with residents in it's 'Putting Residents First' agreed as part of the 'Local Offers' process and policy with residents including Area Forums. These are currently being reviewed as part of the overall review process of PRF by the Head of Community Engagement. Details of the whole Major Works programme are available on the Southwark website. The council has consulted residents on a charter of principles for engaging people in the new homes building programme and this received overwhelming support and a very high response rate. The outcome of this will inform the review of PRF and the charter has been presented to the residents panel that is undertaking this review to ensure that their recommendations are consistent with it.

20.3.c) Review the contractual arrangements for completion of the works

- a) Transition arrangements – see proposal under rebuilding trust and confidence.

Response – See 20.1.c) – b. above

- b) Adoption of resident sign off for future works projects in residents homes.

Response

All residents were asked to sign off the works carried out to their own homes at Draper and this will continue. Where the works are of a technical or concealed nature, residents are given a clear explanation of the works

carried out and the impact of such works..

Further recommendations from scrutiny committee 9 September 2014

21. That the housing department produces an action plan with timescales and milestones to implement the recommendations.

Response

This is appendix 1 attached to this report .

22. A monitoring group should be established consisting of members of Tenants Council, any members of Housing and Community Safety SSC, the Cabinet member, Councillor Maisie Anderson or Eleanor Kerlake, members of the DRA and Housing officers. The monitoring group should also receive a written response to the DRA's question about whether further points can be raised on works that have previously been signed off by the clerk of works.

Response

The Head of Community Engagement will set up a monitoring group specifically for Draper House and this group will report back to Draper TRA until the end of the defects liability period.

23. That the housing scrutiny sub-committee should undertake a short review regarding the role of TRA's and how residents are consulted by the council.

Response

This issue will be covered by the review group for the 'Putting Residents First' consultation process. (see Point 28 below.)

24. That the Director of Corporate Strategy should consider how the flow of information to ward councillors can be improved – e.g. a ward bulletin

Response

The officer member protocol states that officers have a duty to keep members of all political groups fully informed about developments of significance in relation to council activities and the role of officers is to assist members in discharging their role as members of the council for council business and in their role as advocates for local communities. The communications protocol also says that ward councillors will be invited to attend public meetings and events organised by the council to consider a local issue and will also be kept informed of consultative exercises on local issues.

A notice will be placed on The Source in January/early February, reminding service managers that it is good practice to alert ward members to issues of significance in their wards, and that ward members should be copied in to correspondence about council activity that affects a large number of residents, for example major works or other significant activity on any given council estate. A service that commissions public consultation in a particular locality should also ensure they alert relevant ward members at the same time as residents are contacted. This notice is currently being drafted.

25. That officers answer questions outside of the meeting regarding the legal advice received by the council throughout the refurbishment of Draper House.

Response

The Director of Legal Services has provided written replies to specific questions raised by members and held a meeting with members on 20 October. All questions have been replied to.

Further recommendations from tenants council 1 September 2014

26. That the recommendations set out in paragraph 9 (summary of recommendations) of the Independent report be fully adopted (Claer Lloyd-Jones report – Draper House Refurbishment)

Response

All the recommendations in the report are covered within this report.

27. That Tenants Council fully endorse paragraph 10 (Conclusion of report) relating to the conclusion of the report.

Response

Noted.

28. Tenants Council notes the policy document “Putting Residents First” be revisited to incorporate the recommendations in the independent report and the comments and recommendations of officers be made known.

Response

The Head of Community Engagement has agreed a Terms of Reference for a group consisting of a single representative each from Tenants Council, Homes Owners Council and Draper TRA and two other individual representatives who have experience of major works elsewhere in the borough. . It is proposed that this is a short task and finish group that will have three meetings on the following topics:

- a. The group hears and considers evidence of experience of PRF from those who have had works consultation using PRF and of best practice examples elsewhere.*
- b. The evidence will be examined and proposals made for how to adapt and /or change PRF as required.*
- c. Sign off of final document.*

The first meeting took place on 11 December 2014 with two further meetings to take place in January 2015 following which recommendations for any improvements to the policy and process will be made to the Cabinet Member for Housing and the Strategic Director of Housing & Community Services for immediate implementation.

29. That the work in redrafting the policy “Putting Residents First” should be carried out by a working party of tenants and homeowners nominated from tenants council.

Response

The task and finish group will have representatives of both Tenants and Home Owners Council included on it, as in point 16 above.

30. Tenant Council seeks assurances that when the template (Putting Residents First) is applied, it is applied equally across the board and flexible

Response

Covered in Point 28 above.

Updated recommendations and responses from scrutiny committee 14 July 2014

31. Termination at will clauses:

All major works contracts issued by Southwark council should contain termination at will clauses.

Response:

The Major Works team has included a termination at will clause in the new contractors' framework which is currently being procured. The new contractors' framework will come into effect in 2015.

With regard to other contracts, there is provision in the council's standard template documents to include such a termination provision, but this is considered on a case by case basis, as the effect of including this clause (particularly for contracts which require investment by the contractor) is that contract costs can increase.

32. Default notices:

Default notices should be considered a primary tool for escalating poor performance at the earliest opportunity. Project managers should be encouraged to use them as a matter of course as soon as substandard performance becomes apparent.

Response:

Since the OSC review, there has been an increased use of default notices across the partnering contracts. Eight had been served on the major works partnering contractors in the past twelve months as reported to Cabinet in December 2014. These have been issued immediately where it has been identified that performance does not meet expectations and these have been supplemented with partner contractor meetings with the Head of Major Works and Investment Manager. Default notices have been adopted as a new Key Performance Indicator (KPI) in the current contracts.

In addition, since the OSC review, a formal core group has been put into place, chaired by the cabinet member for housing. This is a regular contract review meeting attended by all three major works contractors, officers and resident representatives. It is a formal challenge session on the performance of each contract area which is minuted.

With the reduction of the partnering contractors from 5 to 3 the partnership has grown in strength. There have been a range of community initiatives by each partner contractor for local residents, for example in the recruitment and training for local residents. The current partners work well together as evidenced by the joint supply chain set up to reduce costs. There is a willingness and desire to work with the council to deliver the programme in true partnership with programmes brought forward in the last two years as additional resources become available and reductions in site setup costs as a result.

An intensive training programme has been carried out by the council's internal auditors, Baker Tilly, for members of staff in the major works and repairs and compliance divisions. This training is intended to improve the quality of contract management overall and understanding of the contractual tools available to hold contractors to account.

33. **Payment of sub-contractors:** In all future contracts the council should stipulate an acceptable period within which the primary contractor must pay sub-contractors for completed work.

Response:

This has been included in the new framework contracts being procured currently.

34. **Breyer:** The sub-committee is aware that, due to EU Procurement law, the council must consider all future bids from Breyer Group Plc for work in Southwark. However, the sub-committee recommends that the conclusions of this scrutiny report be kept at the forefront of officers' minds in considering these future bids. We hope that the implications of this recommendation are clear.

Response:

The council is subject to the EU Procurement Regulations, and therefore is required to consider bids from any provider who satisfies the council's selection requirements, unless there are specific grounds to exclude under Regulation 23 (for example insolvency/criminal convictions). The officers and panel members who have been appointed to oversee the new Contractors' framework currently in procurement will ensure that the selection and award criteria are appropriate to the contract in question so that only suppliers who have the economic/financial standing and the technical/professional ability are invited to tender, and the evaluation methodology is set so that only providers who can satisfy the council's requirements for the contract are selected. It should be noted that neither Breyer nor Wates submitted an application for the new contractor framework. A Project Board is in place with resident representatives to oversee the whole procurement process for this framework.

35. **Complaints logs:** During all major works projects, detailed complaints logs are to be kept and reviewed on a regular basis to prioritize issues which need to be resolved for the benefit of residents.

Response:

All projects now have in place a complaints log which is kept on site and is reviewed at every monthly site meeting. The complaints log is also updated to include issues raised relating to the scheme through emails and other forms of communication, not just those recorded on site. The number of complaints is decreasing and these are being dealt with quickly and efficiently and resident satisfaction is rising.

36. **Leaseholder charges:** No leaseholder in Draper House should be forced to pay for more than the value of the original notices on which they were consulted. It is understood that this is already the intention of council officers, but the sub-committee felt it was important to underline this approach in our recommendations.

Response:

No Leaseholders in Draper House will be charged more than the value of the original notices on which they were consulted.

37. **Sharing Information:** Southwark procurement team should investigate setting up a formal network with other London Councils to share information regarding the performance of construction contractors.

Response:

The Southwark procurement team are already members of a number of existing procurement networks, including South East London Procurement Group and London Heads of Procurement function, where matters like this can be raised.

The council's approved list function has a facility for users to record information regarding the performance of construction contractors. Monitoring the performance of contractors on the approved list should be conducted in accordance with approved list procedures, including the completion of quarterly control forms for all approved list contracts. Performance information can then be supplied to other officers who intend to use the Approved List of Works Contractors and Consultants.

However, in larger projects (over EU threshold of £ 4.3m) a quality evaluation must be undertaken, which requires each applicant (potential contractor) to be treated equally, and scored in a consistent, non discriminatory and fair manner. At Pre-Qualification Questionnaire (PQQ) stage this must be done only on the information contained in the PQQ returns (with the exception of objective information which has been obtained, e.g. an external credit report). References can be requested at this stage however any other information received by any means including personal knowledge or experience of the applicant cannot be taken into account. The criteria that are used at PQQ stage have been reviewed and tightened to ensure that the successful short listed contractors are able to deliver a high quality service to residents.

The best way to secure good performance from a contractor is to have effective contract management and monitoring arrangements in place. Closer management of supplier performance against contract specifications enable comparison across contracts and business units. This helps identify efficient and inefficient contracts and suppliers, and helps achieve best value by ensuring best quality services are delivered while maintaining or reducing costs. Project managers can then deal with poorly performing contractors using the tools within the contract, which will target interventions to those contracts and or suppliers where improvement is necessary. Documentary evidence of performance can be used to resolve any disputes and agree actions, and ensure that any performance bond and/or parent company guarantees are executed to protect the council from risk.

Guidance to officers also includes information about liquidated damages which can be used in contracts to establish in advance a set amount of loss per week which can be claimed by the council for delay in completing a project. Liquidated damages will be included in the new framework contracts being set up.

38. **Appointing project management teams:** Officers should review how the original project management team for Draper House was appointed. Project management teams should not be appointed to complex projects unless senior managers are absolutely certain that the individuals have the training,

qualifications and skills required to deal with the project. Measures should be put in place by senior officers to ensure this is the case in future.

Response:

For all schemes which prove very complicated then additional project management resources will be put in to the scheme. In Major Works there is training for the whole project management team as well as individual assessments done on an ongoing basis. This allocation of staff and review of training requirements is overseen by the Head of Major Works. Specific and bespoke additional training has also been provided for contract managers, including the contract management training referred to earlier.

Following the mutual termination of the Breyer contract at Draper House and the appointment of the new contractor, AE Elkins, the Head of Major Works changed the day to day project team. This included appointing a dedicated on-site project manager and clerk of works.

This approach has been replicated and adapted at other specific projects where the size and nature of the work needed a greater presence than the normal project management team arrangements, for example at Four Squares Estate.

In addition, there has been a recent restructure in the Major Works division to further strengthen the contract management arrangements. An additional Design and Delivery Manager has been appointed to provide extra management and support for more complicated projects. There has also been a change in some patches and a reallocation of work between the project managers.

39. **Communications with residents:** The scrutiny sub-committee did hear evidence from officers that new procedures for ensuring residents are communicated with during major works have been put in place. These procedures should be strictly followed and failure to do so should be treated as a serious matter by senior managers.

Response:

For all new schemes within the Warm Dry Safe programme, a process has been put in place that will ensure residents are kept up to date during the project. The 'Putting Residents First' consultation process has generally proved very successful and popular across the WDS programme although it is currently being reviewed.

Residents receive the names and contact details of the Project Team who will be delivering the works to their homes well in advance of any works being carried out. This process has also been extended to those homes being brought forward from future years. This information is also available on a specific Major Works section on the council's website.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Report into Major Works at Draper House (Housing, Environment, Transport and Community Safety Scrutiny Sub-Committee) 1 May 2013	160 Tooley St London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/documents/s37393/Draper%20House%20Report.pdf		
Reports to Cabinet 16 July 2013 and 10 December 2013	160 Tooley Street London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4549&Ver=4		
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4553&Ver=4		
Report in to works at Draper House – Overview and Scrutiny Committee 14 July 2014	160 Tooley St London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/documents/s47463/Report%20from%20Head%20of%20Major%20Works.pdf		
Report regarding independent report to Housing and Community Safety Scrutiny Sub Committee 9 September 2014	160 Tooley St London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=381&MId=4958&Ver=4		
Report regarding independent report to Cabinet 9 December 2014 (Item 11)	160 Tooley St London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4865&Ver=4		

APPENDICES

No.	Title
Appendix 1	Summary Action Plan
Appendix 2	Summary of Residents satisfaction Survey

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Housing	
Lead Officer	David Markham, Head of Major Works	
Report Author	Ferenc Morath, Investment Manager, Major Works	
Version	Final	
Dated	15 January 2015	
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
Head of Communications	No	No
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	15 January 2015	

APPENDIX 1

DRAPER HOUSE INDEPENDENT INVESTIGATION – SUMMARY ACTION PLAN

No.	Recommendation Summary	Owner	Target date	Comment	RAG
20.1.a) - a	A senior officer is responsible for communications with residents.	David Markham	Complete		Green
20.1.a) –b	Communications with residents and Satisfaction surveys	David Markham	Complete		Green
20.1.a) –c	Joint communications with TRAs	David Markham	Complete		Green
20.1.a)—d	Joined up approach in communications	David Markham	Complete		Green
20.1.a) - e	Ward councillors briefed.	David Markham	Complete		Green
20.1.a) -f	Report distributed to Draper residents	David Markham	Complete		Green
20.1.b)-a	General communications issues.	David Markham	Complete		Green
20.1.b)-b	Apologies for delays as soon as possible.	David Markham	Complete		Green
20.1.c) -a	Senior Council presence on site	David Markham	Complete		Green
20.1.c) -b	Transition arrangements upon completion	David Markham	Complete		Green
20.1.c) -c	Single point of contact	David Markham	Complete		Green
20.2.a) -a	Recommendations of OSC implemented	David Markham	Complete		Green
20.2.a) -b	Risk assessments for significant major works projects	David Markham	Complete		Green
20.2.a) -c	'Putting Residents First' Review	Stephen Douglass	February 2015	Review ongoing – on track to report at end of January 2015	Amber
20.2.a) -d	Resident liaison	David Markham	Complete		Green

No.	Recommendation Summary	Owner	Target date	Comment	RAG
	include as selection criteria for contracts.				
20.2.b) - a	Programmes of work produced	David Markham	Complete		
20.2.c)-a	Lessons learned	Stephen Douglass	February 2015	Being covered under 20.2.a)- c	Amber
20.3.a) - a	Ensuring experience in project teams	David Markham	Complete		Green
20.3.b)-a	Explanation of roles and responsibilities of project teams.	David Markham	Complete		Green
20.3.b)- b	Project manager decision making	David Markham	Complete		Green
20.3.b)-c	Accountability within future projects	David Markham	Complete		Green
20.3.c)-a	Transition arrangements	David Markham	Complete		Green
20.3.c)-b	Resident sign off	David Markham	Complete		Green
21.	Action Plan	David Markham	Complete		Green
22.	Monitoring Group	Stephen Douglass	February 2015		Amber
23.	Review of consultation and TRAs	Stephen Douglass	Complete	Included in PRF review	Green
24.	Information to ward councillors	Kim Hooper	December 2014		Red
25.	Legal advice	Doreen Forrester-Brown	Complete		Green
26.	All issues covered	David Markham	Complete		Green
27.	Tenants Council endorsement	David Markham	Complete		Green
28.	PRF be revisited	Stephen Douglass	Complete	Covered in 20.2.a)- c above	Green
29.	PRF review group	Stephen Douglass	Complete		Green
30.	PRF applied equally	Stephen Douglass	Complete	Covered in 28 above.	Green
31.	Contracts to contain termination at will clauses.	David Markham	Complete		Green
32.	Default notices	David Markham	Complete		Green
33.	Payment of sub-contractors	David Markham	Complete		Green

No.	Recommendation Summary	Owner	Target date	Comment	RAG
34.	Future bids	David Markham	Complete		Green
35.	Complaints Logs	David Markham	Complete		Green
36.	Leaseholder charges.	David Markham/Martin Green	Complete		Green
37.	Councils sharing formation	David Markham	Complete		Green
38..	Project management teams	David Markham	Complete		Green
39.	Communication with residents	David Markham	Complete		Green

APPENDIX 2

SUMMARY OF RESIDENTS' SATISFACTION SURVEY

A customer satisfaction survey has been completed on Draper House. The method was as follows:

The leaflets were all hand delivered to individual properties on 20 October 2014. The covering letter allowed for a postal return or deposit with concierge. Business reply envelopes were included.

On 27 October 2014 community engagement officers called on all properties to remind residents, offer assistance and collect forms if ready. If no one was in a reminder letter was left, also offering the opportunity to speak with an officer at a drop in session in the hall on 29 October.

Draper House has 141 properties; 40 survey forms were received. 32 from tenants; 8 from leaseholders.

The results have been analysed and the responses to tick box queries are summarised below. The total result is given and also the breakdown between tenants and leaseholders, although some residents did not answer every question

Q1 Did you feel you had a say in the works throughout the period?

Yes 23 (22 T; 1 L) No 16 (9 T; 7 L)

Q2 How satisfied are you with the contractors' efforts to keep you informed?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
7 (7 T)	15 (14 T; 1 L)	7 (4 T; 3 L)	6 (4 T; 2 L)	4 (2 T; 2 L)

Q3 How satisfied are you with council officers' efforts to keep you informed?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
6 (6 T)	13 (13 T)	9 (7 T; 2 L)	7 (4 T; 3 L)	4 (1 T; 3 L)

Q4 How satisfied are you that contractors listened to your concerns?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
7 (7 T)	10 (10 T)	7 (7 T)	5 (2 T; 3 L)	10 (5 T; 5 L)

Q5 How satisfied are you that council officers listened to your concerns?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied

5 (5 T) 13 (13 T) 8 (8 T) 4 (3 T; 1 L) 7 (1 T; 6 L)

Q6 Were the works what you expected?

Yes	No
17 (17 T)	21 (14 T; 7 L)

Q7 Thinking about the quality of the actual works at your home, how satisfied are you?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
6 (6 T)	13 (13 T)	4 (4 T)	6 (3 T; 3 L)	11 (6 T; 5 L)

Q8 Thinking about the quality of the actual works done to the communal areas of Draper House, how satisfied are you?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
8 (8 T)	18 (17 T; 1 L)	7 (5 T; 2 L)	4 (2 T; 3 L)	3 (1 T; 2 L)

Q9 How satisfied are you with the management of the major works programme overall?

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
5 (5 T)	9 (9 T)	5 (5 T)	9 (8 T; 1 L)	11 (5 T; 6 L)

Item No. 9.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Child Sexual Exploitation: Southwark Safeguarding Children Board Action Plan	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Victoria Mills, Children and Schools	

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

I am pleased that Southwark Safeguarding Children Board has developed and enhanced its strategy for tackling child sexual exploitation (CSE) in the borough, following constructive input from partners, young people, overview and scrutiny committee and cabinet. In particular I note the plans for preventative work and further improvements to the ways in which services support individual victims.

Many aspects of the accompanying action plan are complete or under way. The action plan will be subject to ongoing monitoring by the Safeguarding Children Board's CSE subgroup. The overall evaluative approach to the strategy incorporates monitoring of CSE referrals and levels of disruptions and prosecutions, alongside detailed multi-agency audits of cases.

I welcome the ongoing high priority that the Safeguarding Children Board has accorded to CSE and will use my membership of that Board as a means of ensuring all partners maintain this focus.

RECOMMENDATIONS

1. That the cabinet receives this report and appended Action Plan from Southwark Safeguarding Children Board and notes the commitments the Board is making in relation to tackling child sexual exploitation (CSE).
2. That the cabinet receives an update report from Southwark Safeguarding Children Board in December 2015 describing progress on the implementation of the strategy

BACKGROUND INFORMATION

3. On 18 November 2014, cabinet received a report on child sexual exploitation (CSE) and the Safeguarding Board's Strategy. Cabinet agreed a further report be brought back in January 2015 with detailed information on the proposed Action Plan.
4. Southwark Safeguarding Children Board agreed the multi-agency CSE Strategy at its meeting on 10 December 2014.
5. It was agreed that the next review of this strategy would take place six months hence, in June 2015.

KEY ISSUES FOR CONSIDERATION

6. Many aspects of the Action Plan are already complete or well underway. These include:
- Online CSE training for completion by all staff in social care and available for staff in all partner agencies, with participation being closely monitored
 - The establishment of the Police-led Multi Agency Sexual Exploitation (MASE) meeting, to lead on strategic intelligence and disruption
 - The implementation of a local protocol for identification and referral of CSE cases between agencies
 - Provision of specialist CSE casework capacity
 - Tools for practitioners to use to carry out robust risk assessments in CSE cases
 - At the strategic level, participation in a peer review with four other London councils.
7. Key next steps for early 2015 include:
- Development of a local campaign for community engagement and awareness
 - Work within schools to integrate CSE into PSHE curricula
 - Commissioning and use of the CSE Problem Profile for Southwark
 - Deployment of 'Operation Makesafe' to raise awareness of CSE in key sectors such as licensed premises, hotels and transport.
8. The strategy will be reviewed in June 2015 and a progress update to cabinet is proposed for December 2015.

Community impact statement

9. The relationship between vulnerability and the risk of sexual exploitation has been widely evidenced. The approach taken by the council and its partners to tackle child sexual exploitation will therefore affect some of the borough's most vulnerable residents, including those who are children looked after. The council has a duty to protect and promote the welfare of all children and young people, and this SSCB draft strategy sets out how the council will work with partner agencies to prevent CSE and protect those who are victims of it. Any child under 18, regardless of gender, ethnicity, sexuality or disability can be a victim of CSE and the draft strategy's principles apply across all communities. Ensuring that the strategy is effective for all groups will form an important element of its ongoing evaluation

Consultation

10. Consultees for the CSE Strategy and Action Plan included:
- children and young people
 - partner members of the Safeguarding Board and CSE subgroup
 - education and children's services scrutiny sub-committee
 - cabinet.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
October 2015 Education and Children's Services Scrutiny Sub Committee	Southwark Safeguarding Children Board	Rory Patterson Chair, CSE Subgroup 020 7525 3272
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=380&MId=4952&Ver=4		
November 2014 Cabinet	Overview and Scrutiny	Shelley Burke Head of Overview & Scrutiny 020 7525 7344 Councillor Jasmine Ali (Committee Chair)
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4864&Ver=4		
November 2014 Cabinet	Southwark Safeguarding Children Board	Michael O'Connor Independent Chair, SSCB 020 7525 3306 Rory Patterson Chair, CSE Subgroup 020 7525 3272
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4864&Ver=4		

APPENDICES

No.	Title
Appendix 1	Southwark Safeguarding Children Board's CSE Action Plan

AUDIT TRAIL

Cabinet Member	Councillor Victoria Mills, Cabinet Member for Children and Schools	
Lead Officer	Michael O'Connor, Independent Chair, Southwark Safeguarding Children Board David Quirke-Thornton, Strategic Director of Children's and Adults Services	
Report Author	Oliver Hopwood, Principal Strategy Officer	
Version	Final	
Dated	15 January 2015	
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	15 January 2015	

Southwark Safeguarding Children Board: CSE Multi Agency Action Plan

This action plan will be monitored by the CSE Subgroup and Southwark Safeguarding Children Board with R-A-G ratings describing progress completing the action and, where relevant, the impact of that action.

Monitoring the Action Plan is one of the ways in which Southwark Safeguarding Children Board will evaluate the effectiveness of its approach to tackling CSE.

In addition, the CSE Subgroup reviews, at each meeting, a data dashboard covering various elements of the strategy, for example:

- Prevention, e.g. number of staff trained in online and face-to-face training, number of schools with CSE integrated into PSHE curriculum
- Identification, e.g. number of referrals and source of referrals, review of the problem profile, age and gender profile of victims
- Support, e.g. number of CSE cases with a Child Protection Plan, number of CSE cases relating to Looked After Children
- Disruption and Prosecution, e.g. number of disruptions compared to other London boroughs

Audits of cases, both within Children's Social Care and across the multi-agency partnership, will be another means used to judge the effectiveness of this strategy. Audits will illustrate the quality of interventions, the speediness of response, the effectiveness of safety planning and the effectiveness of multi-agency working. An initial multi-agency audit is planned for January 2015, with follow-up audit timings to be determined following the outcome of the first phase.

The voices of children and young people are also important for the evaluation of this strategy in terms of their perspectives on preventative and support work. The Board will develop means of listening to the voices of children and young people about the effectiveness of work to prevent CSE and support offered to victims.



STRATEGIC PRIORITY 1: PREVENT CSE FROM OCURRING IN SOUTHWARK AND TO CHILDREN FROM SOUTHWARK

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	DATE DUE
1. Raise the profile of CSE by agreeing and promoting a multi-agency pledge on tackling CSE	All agencies on SSCB to sign the pledge.	Chair, SSCB	Pledge signed and on SSCB website. Promoted via a SSCB press release.	complete
2. Engage <u>all</u> staff through a multi-agency training strategy	All staff to access online training by end Jan 2015	CSE subgroup	% take up of e-learning as reported to CSE subgroup	Jan 2015
	Develop local package of multi-agency training on CSE, based on a training needs analysis		CSE training strategy to note levels of training and target audiences, together with evaluation approach	April 2015
	Ensure CSE embedded in basic SSCB training		Number of staff trained across SSCB partnership; feedback on training from participants	COMPLETE
3. Engage children and young people to improve their understanding of CSE and dissuade them from being involved	Ensure CSE included in the PSHE curriculum	Public Health & PSHE Coordinator	CSE included in in PSHE curriculum all secondary schools. Board to explore means of evaluating this incorporating voice of young people.	March 2015
	Target CSE-specific work at schools with highest number of reported 'at-risk' children (from problem profile) and other high risk groups	Head of Early Help	CSE prevention programme devised and delivered in targeted schools. Board to explore means of evaluating this incorporating voice of young people.	March 2015
4. Raise awareness of CSE across the community	Southwark-wide awareness campaign targeting parents and young people To also consider use of online	Head of Campaigns Director, Children's	Campaign initially deployed in early 2015 Successful campaign likely to lead to increase in referrals in short-medium term.	March 2015

STRATEGIC PRIORITY 1: PREVENT CSE FROM OCURRING IN SOUTHWARK AND TO CHILDREN FROM SOUTHWARK (CONTINUED)

	social marketing campaigns and broadcast media	Social care		
	Develop and execute plan for engagement with faith and community groups. Messages to target both victim and perpetrator cohorts.	Community Engagement Cllr J Mohammed	Community engagement action plan Evidence of community engagement and numbers involved. Board to consider feasibility of follow-up evaluation of impact of community engagement, suggested 3 months post-hoc Successful engagement likely to lead to increase in referrals in short-medium term.	Feb 2015 May 2015
5. Develop a specific preventative approach to CSE for CLA	To work with young people in the appropriate forum to develop and execute plan for enhancing protection of CLA.	Director, Children's Social care	Young people help shape approach to CSE prevention for CLA; this approach presented to CSE subgroup and agreed. Future audit shows improved safety planning for CSE in CLA cases and evaluation incorporates voice of young people.	Feb 2015
6. Develop a specific preventative approach to CSE for children with learning disabilities particularly at transition age	Develop and execute plan for enhancing protection of young people with learning disabilities and explore means of co-creating this with service users.	Director, Adult Social care	Approach to CSE prevention for LD presented to CSE subgroup Future audit shows improved safety planning for CSE in LD cases and evaluation incorporates voice of young people where possible.	Feb 2015
7. Deploy Operation Makesafe in Southwark	Police work with agencies and organisations to engage with training and awareness regarding CSE (Hotels, taxi firms, businesses, etc)	Police	Deployment of Operation and number of establishments reached. Number of CSE concerns reported to Police by licensed premises Feedback from licensees.	June 2015

8. Lead officer from each agency to be named in relation to CSE prevention	Identify leads for prevention within each agency	Chair, CSE Subgroup	Lead officers agree prevention actions relating to this strategy in their agency and report on action and impact of that action, where possible, at alternative CSE subgroup meetings	Jan 2015
9. Build in safeguarding mechanisms within licensing process	Safeguarding Board Development Manager to screen all licensing applications re: 'Protection from Harm' standards	SSCB Dev Mgr	Licensing applications actively consider safeguarding and this influences decisions	COMPLETE

STRATEGIC PRIORITY 2: BUILD INTELLIGENCE AND QUICKLY IDENTIFY VICTIMS, PERPEPTRATORS, MODELS AND LOCATIONS INVOLVED, WHERE CSE DOES OCCUR

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
10. Appoint a CSE co-ordinator to form and maintain multi-agency links, lead the creation of an intelligence hub, manage the CSE action plan and support the CSE sub group.	Appoint CSE coordinator	Director of Children’s Social Care	Post created and filled	Feb 2015
11. Adopt the provisions of the Met Police pan-London operating protocol on CSE	Establish MASE meeting with Terms of Reference compliant with MPS Protocol	Police	ToR agreed and meeting takes place monthly. Effective MASE meeting should lead to increase in disruptions Planned audit activity will evidence effectiveness of MASE function	Jan 2015
	Design local process and protocols to fit with pan-London protocol	CSC	Protocols agreed by CSE subgroup. Planned audit activity will evidence effectiveness of MASE function MPS-led review of MPS Protocol is planned for early 2015.	COMPLETE
	Commission Problem Profile of CSE in Southwark	MASE meeting	Problem profile actively used at MASE meeting	Feb 2015
12. Develop an intelligence hub in the MASH to provide an analytical function and develop Southwark’s problem profile	Maintain single record of CSE to enable monitoring, reporting and production of problem profile. To include all categories of CSE cases and all LBS CLA cases	Police MASH	Able to report CSE data in terms of referrals and status within social care to CSE subgroup. Evidence that this data informs the Problem Profile and MASE meeting.	Jan 2015

STRATEGIC PRIORITY 2: BUILD INTELLIGENCE (CONTINUED)

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
13. Complete JSNA exercise for CSE	Commission and complete JSNA needs analysis for CSE	Director of Children's Social Care Public Health	JSNA requirements agreed JSNA complete Evidence that JSNA is used to inform service planning and any commissioning	Jan 2015 TBC
14. Identify children at risk at an early stage across all agencies and ensure those children have a full assessment of their needs and referral to relevant services for intervention and support	Develop our protocol/threshold document for referral and early risk assessment ensuring compliance with statutory guidance for example as outlined in Working Together,	Head of QA	Thresholds and referral protocol make specific reference to CSE. Data on CSE referrals is reported, analysed by CSE subgroup.	COMPLETE
	Understand circumstances associated with CSE such as gangs, trafficking, e-safety, missing	Head of Assessment & Intervention	Cohort analysis of CSE referrals Audit activity demonstrates proactive risk management covering related issues.	March 2015
	Ensure referral pathway to LADO is clear where the alleged CSE perpetrator is a professional	LADO	LADO referral pathway incorporated into CSE Protocol. LADO reporting specifically refers to CSE.	COMPLETE
	Data on children missing from home, care and school to be routinely monitored for CSE risk	Director, Children's Social care	Monitoring process agreed and active. Evidence this information is analysed and used in the appropriate forum.	Jan 2015
15. All agencies to ensure staff working with children understand the signs of vulnerability and of abuse. Then develop intervention strategies to prevent escalation. This will include	CSE focus at Child Protection Updates, designated leads meetings	SSCB Development manager	CSE focus of key network meetings and presentation circulated	Jan 2015
	CSE online training tool shared across agencies	SSCB Development manager	No. of staff outside of social care accessing training. Feedback provided on training and its impact, Evidence this informs updates to training programme.	Feb 2015

STRATEGIC PRIORITY 2: BUILD INTELLIGENCE (CONTINUED)

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
identifying actual or potential perpetrators	Disseminate to and train in the use of CSE risk assessment tool alongside new protocol	Director Children's Social care	Multi agency audit, Dec 2015	Jan 2015
	Ensure CSE is adequately covered in all agencies' CP and Safeguarding policies	Audit & learning subgroup[p	Section 11 audits demonstrate inclusion of CSE in organisational processes for safeguarding and that agencies are monitoring effectiveness and impact	April 2015
	Review all basic safeguarding training to contain signs of CSE, including single agency training programmes.	Organisational development team and all agencies	Evidence that training has been updated or that CSE is included presented to CSE subgroup. Feedback from training participants on putting learning into practice	March 2015
	Ensure CSE covered in training on E-safety; Missing children; trafficking and gangs	Organisational development team & Practice development sub group	Evidence that training has been updated or that CSE is included presented to CSE subgroup and that agencies have the means to assess the impact of this training	COMPLETE
	Gather insight around CSE from service users and from assessment about the young person's experience and use to shape work with vulnerable children and young people	Director, children's social care	Research report produced highlighting young person's experience	May 2015
	Analyse report of children's rights officer into experience of children missing from care to shape future work with this cohort	Head of Quality Assurance & Missing from care steering group	Recommendations presented to CSE subgroup	Feb 2015

STRATEGIC PRIORITY 3: PROVIDE TIMELY, EFFECTIVE SUPPORT TO ALL VICTIMS OF CSE, ENABLING THEM TO ESCAPE THE ABUSE, RECOVER FROM ITS EFFECTS AND REMAIN FREE FROM ABUSE

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
16. Establish the MASH as the single point of referral for all CSE	Develop MASH to receive and analyse all CSE referrals, and ensuring risk assessment is carried out as per Police Protocol. MASH will also hold a single record of CSE concerns. .	Head of Assessment and Intervention	CSE single record is in place, complete and kept up-to-date and informs MASE meetings	Feb 2015
17. Consider the needs of CSE victims and their families and commission/provide therapeutic and support services	Commission CSE specialist casework capacity	Director, Children's Social Care	Casework capacity for specialist CSE work in place and sufficient for demand. Audit shows this casework to have positive impact on child's safety and wellbeing	COMPLETE
	Identify best means to consider needs of victims and their families, as per Scrutiny recommendation	CSE subgroup	Research/insight report published and used to inform commissioning decisions	Jan 2015
18. Strengthen approach to managing cases involving trafficked children who may be at ongoing risk of CSE	Embed the London Safeguarding Children Board's Trafficked Children Toolkit in cases involving trafficked children	Head of Service: Care	Audit of trafficking cases and using audit findings to inform practice and service delivery.	July 2015
19. Embed risk assessment tool for CSE	Phoenix CSE risk assessment tool to be embedded across social care	Director, Children's Social Care	Impactful and robust risk assessment is evidenced in May/June 2015 audit	May 2015
20. Group work with CSE victims in care or leaving care	Children's Society group work programme to be evaluated and, if appropriate, extended	Head of Service, Care	Evaluation identifies strengths and weaknesses of groupwork activity, with appropriate plan for extension	Feb 2015
21. Consider use of e-tools to support practitioners	Explore IT solutions such as Patchwork to aid frontline practitioners in multi-agency CSE cases	Director, Children's Social care	Clear evaluation of potential value of online solutions for multi agency working shared with CSE subgroup	March 2015

STRATEGIC PRIORITY 4: DISRUPT THE ACTIVITIES OF THOSE THAT ARE SEXUALLY EXPLOITING CHILDREN USING THE FULL RANGE OF POWERS AVAILABLE ACROSS THE MULTI-AGENCY PARTNERSHIP

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
22. At MASE meeting, use intelligence (Problem Profile and characteristics of recent cases) to identify local hotspots, offenders and victims	All agencies to contribute intelligence – soft and hard – to problem profiling. Agencies to include: anti social behaviour unit ,housing, licensing department, community wardens	Met Police with all agencies including those identified for particular relevance	Increase in in disruptions and prosecutions	COMPLETE
23. Develop local disruption plans as part of prevention strategy	Train local police staff in spotting the signs of CSE and in disruption techniques	Police CSE subgroup	Police training plan and how this will be evaluated to be discussed at CSE subgroup to complement multi-agency offer.	April 2015
24. Maintain operational link between MASE and Community Safety / Gangs work	Head of Community Safety to attend MASE meeting	Police MASE chair	Gangs links routinely considered at MASE meeting	Jan 2015
25. Explore ethics and potential of online presence for CSE prevention – Camden model	Consider relevant practice in other LAs where practitioners use social media to alert potential victims to their vulnerability and gather insights	SSCB Development Manager	Recommendations to CSE subgroup	April 2015

STRATEGIC PRIORITY 5: PROSECUTE PERPETRATORS TO THE FULL EXTENT OF THE LAW

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
26. Develop and implement a process for the identification and management of offenders and potential perpetrators	<p>Pan London Protocol.</p> <p>Reporting of CSE suspicions via referral pathways to Police and completion of CRIS (Crime reporting information system) with CSE flags and outcome codes for positive intervention with victim, orders on suspects and positive disruption.</p> <p>Use of locate trace markers on PNC (Police National Computer) for victims and suspects identifying CSE concerns.</p> <p>Bail Management. Conditions etc.</p>	Met Police	Sexual Exploitation Team (SET) data provides numbers of CRIS reports, Flags, outcome codes, PNC data.	Jan 2015
27. Utilise Ancillary Orders to maximize effect. The effective use of these orders will assist investigation, restrict and manage offenders and support victims	<p>Child Abduction Warning Notice under Section 2 of Child Abduction Act 1984 (under 16) and Section 49 of the Children’s Act 1989 (LAC under 18)</p> <p>ROSHO (Risk of Sexual Harm Order), SOPO (Sexual Offence Protection Order), VOO (Violent Offender Order) all monitored and managed by Jigsaw.</p>	Met Police	Police data reported to CSE subgroup.	Jan 2015
28. Ensure victims are supported throughout the criminal justice	Provision of specific services for victims and witnesses.	Met Police	Police measures to be reported to CSE subgroup	Feb 2015

process from report to court	<p>Special Measures and use of intermediaries.</p> <p>Pre court familiarisation visits</p> <p>Transport to and from court</p> <p>Pre view ABE (Achieving Best Evidence)</p> <p>1-2-1 with Barrister</p> <p>CICA (Criminal Injuries) assistance</p>			
29. Ensure all investigators have suitable accreditation.	Sexual Exploitation Team staff will have Child Abuse Investigation Induction Course	Met Police	Training figures and information on evaluation of training from Police	Current
30. Ensure investigative strategies are shared and embedded in practice	<p>Toolkit of Investigative Strategies</p> <p>Proactive methodologies protected.</p> <p>Sharing current defence tactics</p> <p>Sharing of best practice from successful prosecution data</p>	Met Police	Multi agency audit activity to demonstrate investigative strategies	Late 2015 audit

Item No. 10.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Free Swim and Gym Implementation	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Barrie Hargrove, Public Health Parks and Leisure	

FOREWORD – COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR PUBLIC HEALTH, PARKS AND LEISURE

Our commitment to helping the people of our borough to live happier, healthier, more fulfilling lives is at the heart of what we do, all set out in our Fairer Future promises. The provision of free swim and gym access for Southwark residents is an important practical development in our work to deliver these promises and builds on the provision of free healthy school meals and a free piece of fruit at break times for our school children.

Over the last several years, the council has invested more than £50 million to improve our leisure centres. This includes a new state of the art centre at Elephant and Castle, due to open this year, bringing the Southwark Park Athletics Track back into use later this year and upgrades to all of the other centres. There are also plans to provide another new leisure centre in Canada Water as part of the wider regeneration of the north of the borough.

This investment has seen a huge increase in the number of people using our centres with almost 1.4 million visits last year compared to fewer than 900,000 in 2009/10. We have also seen a significant increase in physical activity levels by our local population. The percentage of residents participating in at least four sessions of at least 30 minutes of moderate intensity physical activity in any 28 day period, as measured by Sports England's Active People Survey, rose from 33.9% in 2009/10 to 38% in 2013/14. Southwark is one of only 5 London boroughs to be showing an increase since the survey began in 2005.

We have good, accessible facilities and many people want to use them, but we know that for some people costs remains a barrier for use. Implementing free swim and gym removes that barrier, first of all for those eligible for the pilot schemes which will commence in spring 2015 and then from July 2016 for all Southwark residents.

The pilot schemes will focus on young people aged 18 and under and our regular Silver sessions for over 60's. A pilot scheme for people with disabilities will operate from The Castle. There will be a particular focus on young people because whilst there are obesity issues across all age groups, its prevalence amongst young people is particularly concerning. We are already encouraging good eating habits. We now need to help young people get active and develop the habit of regular exercise. The Silver and disability elements of the pilots will also help inform our learning ahead of introducing the general offer – to all residents – in July 2016.

RECOMMENDATION

Recommendations for the Cabinet

1. That the cabinet agree the proposals for the pilot offer for free swim and gym to begin in spring 2015:
 - **18s and under free swim** - all day Friday; afternoons from 2pm until 6pm on Saturday and Sunday
 - **16 to 18 years free gym** - all day Friday; afternoons from 2pm until 6pm on Saturday and Sunday
 - **14 to 16 years free youth gym sessions** – at selected times on Friday evenings Saturday and Sunday afternoons
 - **Free ‘Silver Sessions’** – access to the 60+ sessions all week
 - **Free access to The Castle for those with disabilities (from Summer 2015)** – all day Friday, afternoons from 2pm until close on Saturday and Sunday
 - **Free gym and swim for referrals to key healthy lifestyle schemes (from April 2016)**
 - MEND family weight management programme
 - GP physical activity referral scheme including Kickstart
 - NHS Health Checks fitness passport scheme.

2. That cabinet approve the outline proposals for the implementation of the general free swim and gym offer from July 2016 and instruct officers to further develop the offer and report back on the firm proposals by December 2015.
 - **Free access to gym and swimming for all residents** – all day Friday; afternoons on Saturday and Sunday until close
 - **A selection of targeted offers to be developed which could include:**
 - Free ‘Silver Sessions’ – access to the 60+ sessions all week
 - Free access to all centres for those with disabilities
 - Free swim and gym throughout the week for referrals to key healthy lifestyle schemes
 - MEND family weight management programme
 - GP physical activity referral scheme including Kickstart
 - NHS Health Checks fitness passport scheme.

Recommendation for the Leader of the Council

3. That the leader delegates decisions on the details of the pilot scheme to the cabinet member for public health, parks and leisure.

BACKGROUND INFORMATION

4. The council recognises the importance of improving access to physical activity opportunities as part of the fairer future promises (promise number 2).

‘We will make it easier to be healthier with free swimming and gyms for all residents and doubling the number of NHS health checks.’

5. Physical inactivity is an independent risk factor to multiple health problems including cardiovascular disease, type 2 diabetes, stroke, breast cancer, and colon cancer. Premature mortality can therefore be attributed directly to physical inactivity. The effect of physical activity on mental health is also significant with

strong evidence of lower rates of depression in those who are physically active.

6. The recommended levels of physical activity are 150 minutes of moderate intensity aerobic exercise per week, equivalent to 30 minutes of activity, five times a week.
7. Known barriers to physical activity are time, self-efficacy and health status. When specifically looking at gym membership, cost and self confidence (including fear of injury, and perceived lack of skill) are the most commonly cited barriers. Research has shown women, older adults, ethnic minorities, and those with a lower educational level are the least likely to be active.
8. The leading causes of death in Southwark, along with the rest of the UK, are cardiovascular disease and cancers, with rates of cardiovascular disease specifically 10% higher than the national average.
9. The Active People Survey (commissioned by Sport England) collects data on the levels of participation in sport throughout the country. Data collected from Southwark shows that 45% of residents had not participated in any exercise or active recreation in the past 28 days. Overall 25% of residents had participated in exercise or active recreation for at least three 30 minute sessions per week, with the most active residents being white males aged 16 – 34yrs old.
10. Key target groups amongst the inactive population are detailed below. Inactive means those who do less than 30 minutes of physical activity per week.
11. **Low income groups** - Within Southwark a social gradient is seen, where those from the lowest socioeconomic groups have the poorest health, consistent with findings from the rest of the UK. Physical activity is no exception to this phenomenon, with the most inactive people also being amongst the poorest in the borough. Financially stretched families and older people are two dominant segments amongst the 'inactive' population.
12. **Children and young people** - Southwark currently has the highest rate of childhood obesity in the country with 44% of children in year six classed as overweight or obese. By adulthood, levels of overweight and obesity have further increased to 56% of the population. Healthy lifestyle habits formed early are more likely to continue.
13. **Older people** - Interventions that support older people to stay physically active are very cost effective, as they lower the risk of falls and hospitalisation in later years. Exercise, such as aerobic, resistance or balance activity, is also the most effective way to ward off cognitive decline in healthy older people and to reduce the risk of developing Alzheimer's disease.
14. **People with health conditions modifiable with exercise** - Regular sustained exercise can lower the risk associated with several health conditions that are highly prevalent in the borough including cardiovascular disease, type 2 diabetes, stroke, cancer, breathlessness, depression. Lowering the risk of these conditions could help save lives over the longer term.
15. **People with disabilities** – The number of residents in Southwark registered as having a disability is nearly 39,000, 15% of the borough's population. The level of activity recorded for people with a disability is generally very low across the country. Sport England's Active People Interactive Tool reports that from

information gathered in their Active People Survey version 8 (latest data) that 64% of Southwark people over the age of 16 living with a limiting illness or disability would like to do more sport. There are clear benefits for their mental and physical wellbeing through the use of all-ability facilities.

16. The Council has a £70m leisure investment programme that seeks to transform the facilities across the borough, to increase participation in physical activity and sport and improve health by providing access to excellent facilities. The investment has already improved participation figures by increasing visitor numbers from nearly 900,000 in 2009/10 to almost 1.4 million visitors in 2013/14. Whilst this is a very substantial increase for some people price is still a barrier to participation in physical activity.

KEY ISSUES FOR CONSIDERATION

17. Project development so far has centred around the following areas:

- Background research and options formulation
- Options appraisal
- Development of general offer and pilot schemes.

Research

18. In order to develop the proposal, research has been undertaken in relation to existing free provision by other authorities and also what the Council already provides.
19. Research has been focused on other authorities where free access schemes already exist.

Birmingham Be Active

20. All residents of Birmingham are entitled to use any of the council run leisure centre facilities for free during off-peak times (before 17.00 on a weekday and after 13.00 on a weekend). This is usually in the form of a 1 hour free gym and swim session per day, with the addition of various free exercise classes.
21. Birmingham have also continued to provide a 12 week GP exercise referral programme with patients able to take advantage of Be Active to complete this.
22. Since its launch in 2009 over 350,000 residents have registered (1 in 3 people in Birmingham). The majority (74%) were not members of their leisure centre prior to registering and users were in the main poor and from ethnic minorities.
23. Evaluation of the scheme found that there was an 89% increase in activity to moderate or very active over 3 months in those who reported being inactive before joining. Economic analysis of the scheme found it to be cost-effective as a public health intervention. Evaluation also exposed that 73% of participants felt more positive about Birmingham as a city after taking part in the scheme.

Let's Get Active Leeds

24. Based on the Birmingham model, all residents have free access to council run leisure centre facilities for 1 hour per day, with access extended to 2 hours per

day in deprived areas. The scheme was launched in 2013 with a budget of £1.38 million for 18 months provision. Since the launch 29,461 people have registered, with 49% of these making at least 1 visit. At 5 month follow-up 79% of users at baseline were no longer considered inactive, with swimming found to be the most popular activity.

Existing provision

25. There are seven leisure centres across Southwark run by Fusion Lifestyle. There are broadly two types of leisure offer: membership with a monthly fee run through a card scheme, and pay as you go where people turn up and pay on the day. 78% of the members (just over 10,000) are residents. The visits per year to the seven centres increased from nearly 900,000 in 2009/10 to nearly 1.4 million in 2013/14, with attendance mostly by residents (74%).
26. One of the ways to access the leisure centres in the borough is via a casual use, pay as you play card. This is called a Leisure Access card and for an annual fee, holders of the card receive discounted rates on standard prices for a wide variety of activities. Residents of Southwark receive a considerable discount on the card (30% on standard adult card) and depending on personal circumstances some individuals might also qualify for a Concession Leisure Access card which is available at a nominal annual fee.
27. Individuals who fall into one of the following categories are entitled to this concession upon production of valid documentation and again Southwark residents receive a discounted rate compared to non-residents.
 - customers with a disability
 - customers on a low income
 - young people below the age of 19
 - full time students
 - customers over the age of 60.
28. The council already provides some free access to leisure centres for Looked after Children.
29. As a result of the initial review, a range of options are identified for delivering the scheme: everyone, all day every day; the Birmingham model; time specific offers and targeted offers.
30. The current leisure contract is a key determining component as the agreement with Fusion, the council's current leisure provider, is due to expire in 2016 and the general scheme can only be delivered through major renegotiation of the leisure management contract which may provide the Council with the ability to partially fund the scheme.
31. It is important that the scheme reaches those residents most in need by creating sustainable opportunities to participate in physical activity for those who do not currently use the leisure centres or take part in any physical activity.
32. Current capacity of the leisure centres is an important factor. Current patterns of use show that centres have most spare capacity towards the end of the week, especially Fridays and Saturday and Sunday afternoons. See attached tables (at appendix 1) outlining capacity of the pools and gyms at the different centres. It

shows the current pattern of usage across facilities at different times and days of the week, indicating times of heavy usage and spare capacity.

Options appraisal

33. The following options have been assessed. Estimated costs are also set out below. These figures are purely indicative but give a good guide to the relative costs of the different options.
- Everyone, all day, every day
 - The Birmingham model – off peak, selected hourly slots
 - Time limited offers
 - Free Fridays
 - Free Friday, Saturday and Sunday afternoons
 - Extended opening hours
 - Targeted offers
 - Free swimming for over 60's and under 16's
 - Free GP referral and health checks schemes
 - Free access for people with disabilities
 - Free 'Silver' sessions (programmed session for 60+)
34. **Everyone, all day, every day (£8.7m)** - The most comprehensive potential option is to offer free swim and gym to all residents at all times. However, the likely cost of offering this would currently be prohibitive whilst managing demand at peak times would be difficult with potential for residents to be turned away from facilities.
35. **The Birmingham model (£1.4m)** - The case study in Birmingham is one example of how free gym and swim for all residents can be provided daily but in a manageable way. Offering 1 hour session at specific centres at times of the day, mainly at off-peak hours, this would manage capacity issues and lower cost. This model provides access 7 days a week therefore participants are able to exercise regularly for free, which is important for health benefits to be seen. But with access times potentially differing between centres this would be a complicated message to deliver.
36. The free leisure offer in Birmingham is the only universal offer which has been trialled, evaluated and proven to be effective at improving activity levels. Therefore lessons learnt in Birmingham, and potentially Leeds where there is a similar programme, have been helpful in informing possible approaches.
37. **Free Fridays (£1.4m)** - Offering free access to leisure centres one day per week is one way in which to continue to provide a universal offer but at a lower cost. Use of the gym tends to reduce in the latter part of the week, offering more capacity, but managing user surges and the possibility of turning people away from centres remains a real risk. Additionally an increase in demand would require higher staffing levels on a Friday.
38. 'Free Fridays' is a clear message and easy for people to understand. However if free access is only provided on one day per week certain sections of the population may find it difficult to take advantage of the offer due to other commitments. In addition to this, if health benefits are to be maximised sustained regular activity needs to be encouraged.

39. Consideration also needs to be given to current leisure centre users with a monthly membership to ensure they can benefit from this offer. This could possibly be addressed by reducing the monthly membership fee, for example by 1/7, providing one day's free access.
40. **Free all day Friday, Saturday and Sunday afternoons (£2.3m)** – all day Friday, and Saturday and Sunday afternoons are the quietest times in the week for leisure centres. An offer making use free at these times would use spare capacity and would also be at a lower cost than the 'everyone, all day, every day' offer. Also allowing residents to exercise for free on three days of the week has a larger potential to impact positively on the borough's health.
41. As with 'Free Fridays', residents who are leisure centre users paying for a monthly direct debit membership could possibly benefit from the scheme through reduced membership fees.
42. **Opening earlier/later (£150,000)** - Opening leisure centres earlier, keeping them open later and allowing free gym and swim during these times could potentially ease capacity issues. However it is unlikely that inactive people would find the motivation to start exercising at times of the day that may require a drastic change in their daily routine. The risk of an offer like this is that it is used largely by active people who want to fit exercise around their busy daily schedule and that there would be relatively few new beneficiaries.

Targeted offers

43. Targeted offers can be used to maximise the health benefits of the free swim and gym pledge. These would target sections of the population who would receive the most health benefit from increasing their activity levels. The cost of such targeted offers would be minimal as there is already subsidised provision for some of these groups.
44. **Free swimming to over 60's and under 16's (£200,000)** - Southwark has previously provided free swimming to over 60's and under 16's in 2009 as part of England's Free Swimming Initiative. Analysis has shown that the initiative increased physical activity levels throughout the country. Variations of this have been put in place elsewhere in the UK with Wales altering the concept by providing free swimming for under 16's during their school holidays, and free swimming for over 60's during school term time. Leisure centres already have experience providing free swimming to these age groups and it would be easy to communicate the offer to residents. It would also be relatively low-cost in comparison to the universal offers. However, to do both may impact on capacity, and it would therefore be helpful to test the likely take-up.
45. **Free health referrals** - Several exercise programmes have been shown to be effective in supporting inactive people with health risks or poorer health (e.g. very overweight or existing health conditions) to be active. Three of these are currently delivered by the Council:
- MEND family weight management programme (9 weeks)
 - GP physical activity -referral scheme including Kickstart (12 weeks)
 - Fitness passport via NHS Health Checks scheme (12 weeks)

46. **MEND family healthy weight programme (£25,000)** (Mind, Exercise, Nutrition, Do it!) – This programme is one of the UK's most innovative and effective obesity prevention and treatment programmes for 7-14 year olds. MEND's mission is to educate, motivate and transform kids and families to change their unhealthy habits to ones that support a healthier lifestyle and to ensure sustained health for the whole family.
47. **NHS Health Checks scheme (£30,000)** – The NHS Health Check is aimed at adults in England aged 40 to 74, it checks vascular or circulatory health and works out the risk of developing some of the most disabling but preventable illnesses. In Southwark the scheme refers suitable patients to additional motivational support for behaviour change and the chance to receive a free 3-month fitness passport. The Council has been trialling this free offer from Jan 2014.
48. **GP physical activity on referral scheme (£100,000)** – The programme supports people over 16 years of age with specific health conditions including obesity, diabetes, cardio-vascular disease and depression. It offers access to three levels of supported physical activity. Those with lower support needs are suitable for the 'Kickstart' offer including reduced rate gym membership (£20 per month). Those with medium and high support needs have a more structured timetable of gym and classes with an Exercise Referral instructor and currently pay £1.60 per session for the initial 12 weeks programme, they can visit as many sessions as they like during this time. Thereafter they are offered a reduced cost membership (£20 per month) to help sustain on going activity.
49. **Free for over 60's ('Silver' Sessions) and people with disabilities (£30,000 and £180,000)** - This type of offer is one way to target population groups which are under represented in terms of participation and would receive some of the most significant benefits from increasing their activity levels.
50. People aged over 60 already have a discounted rate of admission through the 'Silver Sessions' programme. The annual membership to access these sessions is £1. This allows members to participate in a range of timetabled activity sessions for £1 (22 sessions per week) and to swim for 60p (9 sessions per week). Those with disabilities are able to use the gym during off peak times for £2.70 and swim for 60p. Taking into account the number of people entitled to take up this offer and the current cost of the sessions it would be one of the lower cost options. The scheme would prioritise some of the Borough's most vulnerable residents.
51. Following the research, it is recommended that a general scheme is developed that balances managing costs, capacity and meeting the fairer future promise through an offer that includes the following:
- A medium scale, time limited, general option for example, free Friday, Saturday and Sunday afternoons for everyone. The 'Everyone', all day, every day, option is not considered cost effective and is likely to cause capacity issues at peak times during the week which could possibly result in negative experiences of the centres.
 - A selection of targeted options e.g. free silver sessions and free health referrals. This element would tackle health inequalities amongst those in greatest need.
52. It is also recommended that a range of pilot schemes are delivered leading up to the introduction of the general offer in July 2016. The pilot scheme would then

provide insight into the potential uptake and success of the programme. In particular, it will give information into how successful the scheme and associate marketing are in increasing activity rates, whether any capacity issues arise, and what the impact of the free element is on paid memberships and income at other times, so that the full cost of the general scheme can be more accurately predicted.

53. This approach allows for:
- The general offer to be delivered as part of the new leisure management arrangement and therefore making best use of financial resources
 - A scheme that is introduced gradually by the use of smaller pilot schemes which enable facilities to better prepare for an increase in demand from new customers
 - Targeting those with the greatest health risks early in the roll out of the scheme
 - Managing capacity to ensure that all customers have a positive experience that will encourage them to make return visits
 - Evaluating the impact of the pilot schemes in order to help shape the general offer for 2016

Proposal for the general offer

54. It is recommended that the outline general offer below is further developed and introduced in **July 2016**. It is not possible to give firm costs now as they will be affected by the Council's leisure management arrangements which expire in June 2016 and for which detailed work is currently being undertaken.
- **Free access to gym and swimming for all residents** – all day Friday; afternoons on Saturday and Sunday until close
 - **A selection of targeted offers to be developed which could include;**
 - Free 'silver sessions' – access to the 60+ sessions all week
 - Free access to all centres for those with disabilities
 - Free gym and swim for referrals to key healthy lifestyle schemes
 - MEND family weigh management programme
 - GP physical activity referral scheme including Kickstart
 - NHS Health Checks fitness passport scheme
55. The suggested general offer is spread across three days to provide residents with a number of opportunities to participate in physical activity. A flexible offer increases the likelihood of making leisure centre visits part of their weekly routine.
56. The general offer takes account of where and when the centres are already busy and steers the demand for free swim and gym to the quieter times in the centres where there is spare capacity to absorb the demand for the scheme.
57. The scheme targets people who do not use the centres currently. Offering access at quieter times will ensure that initial visits are not overwhelming for new users. Industry evidence shows that peak times are Monday to Thursday evenings along with Saturday and Sunday mornings. This is also the case in Southwark.
58. The general offer suggests that, following on from the pilot schemes, there should be a continuous focus on providing opportunities for residents most at

risk. It recognises that some will need support to make important changes to their lifestyle by taking part in physical activity. The healthy lifestyle schemes provide that support which can then lead to individuals gaining the confidence to use facilities independently on a regular basis.

59. Consideration will need to be given as to how members who pay by monthly direct debit can benefit from the scheme.

Proposal for pilot schemes

60. The initial options below explore the optimum mix of schemes that may provide useful feedback and which target hard to reach groups. It is recommended that the following pilot schemes are introduced from **spring 2015** at all centres with pools and all centres with gyms.

- **18s and under free swim** – all day Friday; afternoons from 2pm until 6pm on Saturday and Sunday
- **16 to 18 years free gym** - all day Friday; afternoons from 2pm until 6pm on Saturday and Sunday
- **14-16 years free youth gym sessions** – at selected times on Friday evenings, Saturday and Sunday afternoons
- **Free `Silver Sessions`** – access to the 60+ sessions all week
- **Free access to The Castle for those with disabilities (in summer 2015)** – all day Friday, afternoons from 2pm until close on Saturday and Sunday
- **Free gym and swim for referrals to key healthy lifestyle schemes (In April 2016)**
 - MEND family weight management programme
 - GP physical acidity referral scheme including Kickstart
 - NHS Health Checks fitness passport scheme.

61. **Focusing on young people** – In order to ensure maximum take up of a target group where participation in physical activity is known to decline the pilot offer focuses largely on young people.

62. Southwark has the highest rate of childhood obesity in the country for year 6 pupils. Results from the latest National Child Measurement Programme (2013/14) shows that 17.2% of Year 6 pupils are overweight and a further 26.4% are obese (compared with London 22.4% and England 19.1%), meaning more than 2 in every 5 Southwark children at age 10/11 are either overweight or obese.

63. The previous free swim scheme in 2009/2010 showed that a higher take up in the under 16s category when compared to the 60+ group. Re-introducing free swimming for under-16's could help them to adopt physical activity habits permanently. This will also address the high level of drop-out of this age group.

64. It may be beneficial to also include 18 year olds and under in the youth pilot offer in order for a wider group of young people to be able to benefit from the scheme. This is also to ensure that all young people who are in education or on apprenticeship schemes can gain access due to the recent changes in the national school leaving policy.

65. The challenge of post 16 years drop-out from sport and physical activity is significant. It is a time when many young people leave formal education and lose

access to structured physical activity sessions. Only 12% of 16-18 years are in full-time employment and this age group has little disposable income.

66. The pilot schemes will include opportunities for families and young people of different ages to use the pools. This will be encouraged through the provision of sessions targeted at particular younger age groups as well as more general swimming.
67. **Free 'Silver Sessions'** - The 'Silver' programme may be a suitable option for the pilot. The programme is already successful in all leisure centres, is low cost and easily understood. This programme will encourage new over 60s customers to use the centres. Research shows that some people in this age group feel more comfortable taking part in exercise with their peers. Sessions run at quieter times during the day, and are welcoming and accessible.
68. **Free access to The Castle for those with disabilities** – The Council's new state of the art leisure centre will open in summer 2015. It will be fully accessible and will be the ideal venue for this element of the pilot scheme. It will provide important learning in relation to customer service and programme requirements for the eventual roll out of the scheme to all the other centres, most of which have undergone or are in the process of accessibility improvement works as part of the Council's Borough wide leisure investment capital programme.
69. **Free swim and gym for referrals to key healthy lifestyle schemes** – It is proposed to introduce this pilot in April 2016. It will engage with hard to reach individuals with serious health risks with a structured programme lasting for a minimum of three months. This group are often not confident to participate in physical activity and price is often a further barrier. After three months participants will be encouraged to independently continue physical activity. Introduction of these schemes more than three months in advance of the general offer risks losing those who find price a barrier to participation. The launch of these schemes is timed to coincide with the general offer to maximise retention of this important group.
70. All of the pilot proposals will allow the council to research what the target groups think of the scheme and how their feedback can help shape the general offer. They will provide insight into usage patterns, uptake, costs and customer satisfaction.

Table 1: Current charges

U16 swim	Leisure Access - 60p £1.50 general admission
18 – 16yrs gym	Leisure Access - £2.70 off peak £6.30 peak £8.20 general admission
14 – 16yrs gym session	Leisure Access - £2.00 £2.60 general admission
Silver Sessions	Leisure Access - 60p swim £1.00 gym and classes £1.00 annual membership
Disability swim	Leisure Access - 60p £4.10 off peak general admission £4.40 peak general admission
Disability gym	Leisure Access - £2.70 off peak

	£6.30 peak £8.20 general admission
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Cost and funding

71. The general scheme can only be delivered through renegotiation of the leisure management contract. This may provide the Council with the opportunity to partially fund the general scheme. The Council also has public health objectives to reduce obesity and increase activity, and it is therefore likely that some funding will come from the public health budget. The pilot offer will also reduce income, and the cost of this is being negotiated with the current provider. As a result the final details of the pilot and the timing of its introduction are being settled, and a delegation to the Cabinet Member is requested for approval of the details for spring 2015.
72. Estimated costs of all options are set out in table 2. These figures are purely indicative but give a good guide to the relative costs of the different options.
73. At this stage there is little evidence to predict people's behaviours in reaction to the offer, so it is not known what the uptake of any of the initiatives is likely to be, and how much people will move away from paid to free elements.

Table 2: Estimated costs

Option	Estimated cost per year
Everyone, all day, every day	£8.7m
The Birmingham model	£1.4m
Free Fridays	£1.4m
Free Friday all day, Saturday and Sunday afternoons	£2.3m
Free extended opening hours	£150,000
Free swimming U16 and over 60's	£200,000
Free health referral schemes	£155,000
Free 'Silver Sessions'	£30,000
Free access for people with a disability	£180,000

74. The estimated cost of the pilot scheme will be £200k. A growth bid will be submitted as part of the 2015/16 budget process. Costs of the pilot scheme will be rigorously monitored each month.

Monitoring, evaluation and reporting back to Cabinet

75. The pilot schemes will be regularly monitored to evaluate uptake and cost. Officers will use this information to shape proposals for the general offer to be reported back to Cabinet in December 2015.
76. Given the scarcity of evidence for this scale of physical activity intervention, it will be of national as well as local interest to properly understand the impact of free swim and gym. Support will be obtained from independent evaluation experts to capture and share the valuable learning about the impact and the process. There has already been some discussion with external partners with regard to evaluation and these are progressing. Evaluation of the Birmingham scheme demonstrated a range of both health and non-health related benefits. It is anticipated that as a minimum, more residents will be more active more often.

Implementation of the free swim and gym offer

77. Broadly the timeframes and next stages of the project will be as set out below:
- January 2015 to Spring 2015 – Planning, initiation and communication of pilot offers
 - From spring 2015 - implementation and roll out of pilot offers
 - July 2016 onwards – Implementation of the general offer

Policy implications

78. The free swim and gym programme is the Fairer Future promise which states - *'We will make it easier to be healthier with free swimming and gyms for all residents and doubling the number of NHS health checks.'* It will also contribute to the Fairer Future promise of making the borough a place to be proud of.
79. Southwark's Health and Wellbeing strategy focuses on:
- Giving every child and young person the best start in life
 - Building healthier and more resilient communities and tackling the root causes of ill health
 - Improving the experience and outcomes of care for our most vulnerable residents and enabling them to live more independent lives
80. The free gym and swim offer supports this strategy by:
- encouraging 'the best start in life' – prioritising access for children and young people whose early physical activity habits are important in determining their later lifestyle choices
 - endorsing 'healthier communities' – with a full offer that allows the whole community access to health promoting facilities
 - 'tackling the root causes of ill-health' – with a free offer that overrides the barrier of financial inclusion which is one barrier to health
 - supporting 'vulnerable residents – more independent lives' – supporting older people, and those with health conditions to access leisure services is key in helping them maintain active sociable lives

Community impact statement

81. An initial scoping exercise has been carried out in terms of the potential equalities impacts of the proposed FS&G options.
82. Based on the information in this report, there are no directly negative impacts on the specific protected characteristic equality groups or the wider community.
83. Due to the nature of the free swim and gym initiative and the involvement of partners in this process, the proposals set out in this report are likely to create only positive impacts and benefits.
84. However, whilst it is unlikely that the introduction of the pilot scheme or the subsequent roll out will have anything other than positive impacts for the community, there may be accessibility and parity issues with the timetabling of activities and the range of activities being offered. Therefore a further Equalities Analysis of the options will be carried out once this level of detail is clearer.

Resource implications

85. The estimated cost of the pilot scheme for 2015/16 is £200k. This consists of potential reduction in income; additional cleaning and marketing cost payments to Fusion Lifestyle. The actual cost will be dependent on the take up of the pilot and the impact of residents' behaviour and is, therefore, difficult to predict. A growth bid is being submitted as part of the 2015/16 budget setting process. Should the overall cost exceed the estimated £200k; this will be met from within the council's overall budget. The costs of the pilot scheme will be rigorously monitored each month.
86. The cost of implementing the proposed free swim and gym general scheme is currently estimated to be approximately £2.8m. The aim is to meet this cost through the re-tendering of the leisure contract and re prioritising public health spend. This is an initial stage estimate and therefore, the learning from the pilot scheme will facilitate an improved estimate of the costs; this will be updated in the December 2015 report.

Consultation

87. Partner consultation has been a key part of the formulation of these proposals.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

88. This report seeking approval of a free swim and gym offer pilot scheme and implementation of the same, the details of which proposal are outlined under paragraph 54. The proposed scheme is consistent with corporate policy, in particular the council's Fairer Future promises.
89. Pursuant to Part 3B of the council Constitution, the Cabinet has responsibility to formulate the council's overall policy objectives and priorities and therefore the decision to approve the report recommendations is expressly reserved to Cabinet.
90. The Public Sector Equality Duty ("PSED") imposed by the Equality Act 2010 requires the council to have due regard to the need to eliminate discrimination of those individuals and groups within the local community having a "protected characteristic" (including disability) under the Act and to advance equality of opportunity and to foster good relations between persons having a disability and those who do not. The report advises that, when undertaking an options appraisal and formulating the report recommendations officers have conducted an equality analysis in order to consider and evaluate the likely effect and impact of the proposed pilot scheme on those individuals and groups. Such an analysis assists the council to demonstrate compliance with the PSED.
91. The report also confirms that a consultation exercise has been carried out as part of the review of options and in order to inform the report recommendations. Officers should ensure that such consultation is updated on a regular basis with customers and key partners for the purpose of monitoring the effectiveness of the pilot scheme and to assist future decision making in this area.

Strategic Director of Finance and Corporate Services

92. The report seeks cabinet approval to agree the proposals for the pilot offer for free swim and gym to begin in spring 2015 and initial, outline proposals for the general free swim and gym offer from July 2016.
93. The financial implications are set out in paragraphs 86 and 87; the risks regarding the estimated costs are noted.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Leisure centre capacity table

AUDIT TRAIL

Cabinet Member	Councillor Barrie Hargrove, Public Health, Parks and Leisure	
Lead Officer	Deborah Collins, Strategic Director Environment and Leisure	
Report Author	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure	
Version	Final	
Dated	16 January 2015	
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	16 January 2015	

APPENDIX 1

General distribution of usage at Southwark leisure centres

	Mon					Tue					Wed					Thu					Fri					Sat					Sun				
	7-9	9-12	12-2	2-6	6-10	7-9	9-12	12-2	2-6	6-10	7-9	9-12	12-2	2-6	6-10	7-9	9-12	12-2	2-6	6-10	7-9	9-12	12-2	2-6	6-10	7-9	9-12	12-2	2-6	6-10	7-9	9-12	12-2	2-6	6-10
CLC	Red	Yellow	Green	Yellow	Red	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Green	Yellow	Green	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Red	Red	Red	Yellow	White	Green	Yellow	Yellow	Yellow	White
DLC	Green	Red	Yellow	Red	Red	Green	Red	Yellow	Red	Red	Green	Red	Yellow	Red	Red	Green	Red	Yellow	Red	Red	Green	Red	Yellow	Red	Yellow	Green	Red	Yellow	Yellow	White	Green	Red	Red	Yellow	White
Pulse	Green	Red	Yellow	Yellow	Red	Green	Red	Yellow	Yellow	Red	Green	Red	Yellow	Yellow	Red	Green	Red	Yellow	Yellow	Yellow	Green	Red	Yellow	Yellow	Yellow	Green	Red	Yellow	Yellow	White	Yellow	Red	Yellow	Yellow	White
SILC	Yellow	Green	Green	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Red	Red	Red	Yellow	White	Yellow	Green	Green	Green	White
SDWC	Green	Green	Yellow	Yellow	Red	Green	Green	Yellow	Yellow	Red	Yellow	Green	Yellow	Yellow	Red	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	White	Red	Red	Yellow	White	White	Red	Red	Yellow	White

Key

	Less than 30% usage of the centre - lots of capacity for growth
	Approximately 50% usage of the centre - good capacity for growth
	Over 80% usage of the centre - limited capacity for growth
	Centre not open

Item No. 11.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Cultural Strategy Progress Report	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Dora Dixon–Fyle, Adult Care, Arts and Culture	

FOREWORD – COUNCILLOR DORA DIXON-FYLE, CABINET MEMBER FOR ADULT CARE, ARTS AND CULTURE

This report sets out some of the key achievements since the adoption of the cultural strategy in July 2013 as well as setting out the depth and breadth of the council's support for culture. There is cross-council support for cultural activity through a range of funding streams as well as advice, support and training; networking, facilitating partnership working, information on property matters and advice on funding opportunities external to the council. We make significant investment in culture. During the current financial year, more than £1.3 million of direct funding has been used to support cultural activity whilst new facilities and public art feature strongly in regeneration projects. Activity funded through the arts grants programme alone has engaged with 54,243 young people. Significant work is also undertaken to ensure local people can access employment in the cultural sector and to support Southwark's new young artists, for example through the council's emerging artists' programme; by supporting young people to achieve the Arts Award and encouraging arts grants' funded organisations to develop young artists.

RECOMMENDATIONS

1. That cabinet notes the breadth of support the council gives to the cultural sector in Southwark and the resulting benefits to the community.
2. That cabinet notes action taken to deliver the cultural strategy action plan from its approval in July 2013 to date.

BACKGROUND INFORMATION

3. Culture is important to Southwark. The borough is home to one of the country's most dynamic cultural landscapes which include institutions, organisations and individuals that have local, national and international impact. This cultural offer is a major component in the regeneration of the borough as well as a major contributor to Southwark's local economy and the council's good record on community cohesion. The range and quality of our cultural activity helps to consistently place us in the top five London boroughs for successful Arts council funding applications.
4. The 2011 census showed that the cultural sector provides 7% of the borough's population with employment. This compares favourably to the 3% employed in construction. Culture is also the registered trade of 10% of Southwark's VAT and PAYE registered businesses.

5. The council invests a significant amount of funding into culture. Information provided by services across the council suggests that at minimum, funding provided for cultural activity in the 2014/15 financial year is £1,302,974. As well as council led activity 59 organisations were in receipt of funding.
6. The council gives broader support for the cultural sector through training, advice and guidance. This vital support leads to a stronger more sustainable sector.
7. The council also provides key cultural facilities and programming for the community through its own developments.
8. The council understands the importance of cultural activity and, following an extensive consultation process, approved a new cultural strategy in July 2013. The strategy has five key themes which were identified as a result of the consultation. These are:
 - **Communicating, connecting and navigating** – This theme addresses the need to improve how the council communicates internally across departments and externally with the cultural sector and partners. It focuses on improving internal communication to secure an improved overview of cultural provision and also supports the cultural sector in navigating through the council's systems.
 - **Platforms, places and spaces** – This theme addresses access to suitable spaces for the production and presentation of work and the longer term role of cultural facilities in areas that are physically changing and being regenerated.
 - **Creativity, quality and innovation** – This theme addresses support for the creation and production of new work, to promote innovation and quality. It involves providing opportunities for new and emerging artists, recent graduates and cultural providers to practice in the borough.
 - **Resilience and sustainability** – This theme addresses the need to support the longer term viability of the cultural sector. It focuses on the practical support and advocacy that the council and other partners provide in terms of training, capacity building, professional development and links to business and enterprise.
 - **People and audiences** – This theme addresses the need to support the cultural sector to increase and diversify audiences, enabling the sector to reach local audiences and to be aware of the changing nature of the population as a result of physical changes in the area. It includes recognising the work that is rooted in local communities, encourages engagement and participation and is accessible to Southwark's diverse communities.
9. A significant amount of work has been completed to deliver these themes since the strategy was adopted. This report sets out some of that work.
10. The cultural strategy is led by the Arts Service with contributions from Heritage, Events and Libraries. There are also further contributions to cultural activity from across the council.

KEY ISSUES FOR CONSIDERATION

11. The council supports cultural provision in a number of ways including:

- direct funding to creative industries and cultural organisations
- providing advice, support and training to organisations and individuals
- dissemination of information through networking meetings and e-newsletters
- facilitating partnership working between different organisations
- leading on funding applications or being a part of a wider consortia to attract additional cultural funding into the borough
- supporting organisations to obtain temporary and permanent premises
- identifying locations for cultural events and licensing of these when held on Southwark managed land
- ensuring strategic medium and long term cultural planning reflects the needs of creative industries in the future through planning documents, processes and regeneration activity

Direct financial support

12. Funding provided directly from council funds to support cultural activity.

Housing & Community Services	Cleaner Greener Safer Revenue	8,460
Housing & Community Services	Community Council Fund	14,174
Environment & Leisure	Arts Grant	354,894
Environment & Leisure	Adult Learning (<i>note 1</i>)	111,000
Environment & Leisure	Culture Space Contract (The Albany)	100,000
Environment & Leisure	Heritage SLG collection storage	21,000
Childrens & Adults Services	Youth service - main grant	54,944
Childrens & Adults Services	Adult Innovation Fund - 2nd yr	108,400
Childrens & Adults Services	CAM	70,000
Childrens & Adults Services	Mind Your own Business Bursary	25,000
Chief Executive's Office	High Streets Fund	89,000
Chief Executive's Office	Healthcare Commissioning	19,900
Chief Executive's Office	Regeneration	190,000
Chief Executive's Office	Events	71,202
Chief Executive's Office	E&L (flood alleviation)	5,000
Chief Executive's Office	Cultural Industries Apprenticeships	60,000
		1,302,974

Note 1: Sub-contracted using funds from the Skills Funding Agency

13. These funds, as well as advisory and guidance support, go some way to enabling the creative industries in Southwark to lever in additional funding. A significant source of this additional funding is Arts Council England which invested £4.9 million into Southwark cultural organisations and events in 13/14.

Supporting investment in culture

14. The strategic approach of the council, together with partnership working and sector expertise, enables significant investment in culture to take place in Southwark.
15. The council's regeneration schemes are key to providing this investment through partnerships with developers and through planning obligations. The ongoing regeneration has recently seen provision for a new building for Theatre Peckham and for a new theatre to be occupied by Southwark Playhouse in Elephant and Castle. Affordable studio provision is also a key consideration for regeneration plans as they move forward.
16. Public art through section 106 agreements negotiated by the planning service and supported by the Arts Service are currently under development and will come to fruition within 2015/16. These include public art works at One Blackfriars (£300,000) and the LBQ Shard/Network Rail scheme (£1.0 Million).
17. Work to create cultural employment opportunities is being undertaken through the development of a consortia funding bid to the Creative Employment Programme (CEP). This is being progressed by the Arts Service, the Local Economy team, Organisational Development and Job Centre Plus. The programme aims to place unemployed young people with arts organisations, either as apprentices (young people aged 16-24 who will undertake training as well as gaining work experience) or interns (short term job opportunities for 18-24 year olds).
18. If the bid is successful, CEP will pay up to £2,000 per apprentice and £2,500 per intern. Additional support of up to £3,500 per participant is available through other sources. The bid will be submitted in February 2015 and, if successful, 10 participants will be recruited between April 2015 and March 2016.
19. The council is also successful at attracting external funds for culture to deliver its own programmes of work. The All About the Band project, a young persons' music project led by the Arts Service was awarded £76,949 of grant funds from the Youth Music Foundation. In addition to this the Heritage Service has recently been awarded £72,000 from Arts Council England to develop a digital format for the collection and deliver the Cabinet of Curiosity outreach initiative whilst the Cuming Museum is closed.

Advice and support

20. In addition to building direct financial support and securing inward investment, the council works with a wide range of organisations to stimulate and expand high quality cultural activity in the borough.
21. Examples of this wider supporting role are set out below and have already been completed as part of the cultural strategy action plan:
 - Working with the property service to establish an online space register for organisations and individuals seeking space to produce and exhibit their work, streamlining the process and establishing a more transparent approach.
 - Commissioning an area based mapping report to establish the Gross Value Added of Creative Industries in Peckham; to inform the Peckham Town Centre regeneration programme. The report is due for publication in February 2015.

- Advising on the development of three major new cultural facilities developments: Theatre Peckham, London Centre of Contemporary Music and Southwark Playhouse.
- Providing advice on a range of public art issues including to the St George Housing Group in relation to an approach to commissioning for a major site as well as giving internal support on the commissioning of the Conrad Shawcross sculpture for Dulwich Park.
- Providing 40 organisations with practical skills and guidance to run their events in public spaces through the Revealed arts and events training programme.
- Hosting and facilitating 125 individual events over the last year, resulting in 186 event days.
- Establishing a monthly arts e-newsletter for dissemination of council related cultural opportunities.
- The development of a draft public art strategy, currently being consulted on with officers prior to wider circulation.
- Establishing a Southwark and Lambeth Culture, Health and Wellbeing Group. This is a strategic group with a membership of key organisations such as Public Health and Guys and St Thomas's Charity, South London and Maudsley NHS Foundation Trust.
- Providing an emerging artists' programme which supports the development of new work as well as offering mentoring opportunities and access to equipment, facilities and expertise for the two selected artists. The programme also offers local people a range of opportunities to engage with the artists and their work.
- Delivery of 72 advisory/development sessions with cultural sector organisations.
- Through the arts grants, funded organisations have engaged with a minimum of 319,828 people, of which 54,243 are young people (0-19), the vast majority of whom live in Southwark.
- Supporting three young people to achieve a Bronze Arts Award and a further three are currently in progress. This award is equivalent to a Level 1 Award in Employability and is part of a suite of Qualifications and Credit Framework (QCF) qualifications designed to assess different skills and characteristics required to gain employment and continue to achieve improvement and effective performance at work.

Policy implications

22. The cultural strategy, agreed in July 2013 sets the policy framework for the council's approach to culture and cultural activity. The key themes of the strategy are set out in paragraph 8 of this report.

Community impact statement

23. As set out under the Equality Act 2010 and the Public Sector Equality duty (PSED) an equalities impact assessment was carried out during the initial development of the cultural strategy. Extensive early consultation was carried out at this stage with internal providers, external groups and residents, and the aims of the strategy are broadly inclusive, and should foster good relations between people from different communities as well as advancing equality of opportunity.
24. The strategy has no clear detrimental impact to any group or protected characteristic as outlined in the Equalities Act or the PSED, and the broad aims and actions programmed are likely to increase participation, representation and

accessibility to cultural provision within the borough. Consultation with both directly funded and active groups, audiences and the wider community is an integral part of delivering this strategy, and data on audiences and visitors is collected for all the directly delivered or funded projects.

Resource implications

Financial issues

25. There are no financial implications as a result of accepting the recommendations set out in this report. The cost of implementing the cultural strategy is contained within existing revenue budgets. Bids for external funding are being submitted subject to capacity to deliver projects and to positively sustain them so that there is a long term cultural legacy.
26. The funding amounts set out in paragraph 12 above, refer to current financial year 2014/15 budgets and do not take into account any budget proposals currently being finalised for 2015/16 and future years. If there are any costs of implementing the financial support that cannot be contained within the funding identified above, alternative funding will be identified before any expenditure is committed.

Staffing issues

27. The cultural strategy is being delivered within existing council resources.

Consultation

28. Extensive consultation was undertaken in 2013 in order to inform the cultural strategy. The findings of the consultation are reflected in the key themes and the action plan. Ongoing consultation on specific issues is being undertaken.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

29. This report seeks approval of recommendations relating to the implementation of the cultural strategy action plan.
30. The decision to approve the report recommendations is one which is expressly reserved to the Cabinet under Part B of the council Constitution, and the action plan had been developed following Cabinet approval of the cultural strategy in July 2013.
31. There are no specific legal issues arising from this report, although Cabinet should note that officers will be required to maintain regular consultation with relevant organisations, groups and individuals in order to ensure that the action plan continues to be delivered in line with the key themes of the cultural strategy outlined in paragraph 8 and to inform future policy and cultural activity.
32. Officers should also ensure that the cultural activity generated under the action plan is accessible by all sections of the community, in recognition of the requirements of the Public Sector Equality Duty imposed by the Equality Act 2010.

Strategic Director of Finance and Corporate Services FC14/0041/FH

33. The strategic director of finance and corporate services notes the report; any future financial implications will be incorporated into the council's budget setting and decision making process as these arise.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cultural strategy and action plan	Environment and Leisure Culture, Libraries, Learning and Leisure Arts service	Coral Flood 020 7525 5231
Link: http://www.southwark.gov.uk/culturestrategy		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Dora Dixon-Fyle, Adult Care, Arts and Culture	
Lead Officer	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure	
Report Author	Coral Flood, Arts Manager	
Version	Final	
Dated	15 January 2015	
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	15 January 2015	

Item No. 12.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Gateway 1 - A New Approach to Healthchecks in Lambeth and Southwark	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Barrie Hargrove, Public Health, Parks and Leisure	

FOREWORD – COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR PUBLIC HEALTH, PARKS AND LEISURE

Helping people to live healthy lives is a major focus at this time. The increasing pressures on public health services that we have seen in recent years are in part due to a number of factors including obesity, smoking, poor diet and diabetes. It is for this reason that the council has set out a plan so that, by March 2018, we will have doubled the number of healthchecks taken up by people in Southwark.

A free health check can help identify health conditions before they occur. It can give people the help and support they need – whether to access a medical intervention for a pre-existing condition or with that additional impetus that is sometimes needed to improve ones own lifestyle and wellbeing.

This challenge of improving the health of our population does not end at Southwark’s borough boundary, but cuts across families, communities and generations. That is why, in July 2012, Southwark and Lambeth Councils set out a common cause on public health, in which we agreed to harness the collective resources and expertise of both boroughs to tackle our shared public health challenges. It was in light of this approach that, when we looked at how best to deliver the changes that we needed on healthchecks, that we were able to do this together with our neighbours in Lambeth.

This report sets out a proposal to transform the way that healthchecks is delivered across Lambeth and Southwark, including a new joint approach between the two boroughs.

RECOMMENDATIONS

1. That cabinet notes the outcome of a joint review of healthchecks which was carried out across Lambeth and Southwark (as set out in appendix 1), including work to ensure a doubling of healthchecks in Southwark.
2. That cabinet agrees to enter into a memorandum of understanding (MOU) agreement with Lambeth Council for the purposes of entering into a joint commissioning agreement for healthchecks – with Southwark Council acting as the lead commissioning borough.
3. That cabinet approves the procurement strategy outlined in this report, namely to undertake a competitive tender to commission a Lambeth and Southwark healthchecks delivery hub (HDH) at an estimated contract value of £1.5m for a

term of three years from December 2015, with provision to extend the contract for two further periods of one year, making a total estimated contract value of £2.5m.

BACKGROUND INFORMATION

4. In July 2012, Lambeth and Southwark Councils agreed to a shared approach to tackle common public health challenges across both boroughs. The aim was to minimise duplication and ensure that the collective efforts of both boroughs were focused on those key public health challenges where a combined approach could make a difference, including obesity, smoking and sexual health.
5. In the context of this approach, Lambeth and Southwark agreed to undertake a joint review of their separate healthchecks services. The review was carried out in order to (a) evaluate the current healthchecks services in Lambeth and Southwark and (b) consider how best to commission these services in the future. The review was completed between June and October 2014.
6. Southwark Council made a commitment to doubling healthchecks as part of the Council Plan 2014-18. The commitment is an important step to assessing more people who, at this time, do not take up the offer of a healthcheck. It is also an approach that, over time, will identify more health issues at the earliest stage – when nascent problems can be more readily diagnosed and dealt with. Through healthchecks, more people will also be encouraged and supported to live more healthy and active lives. It is however recognised that in order to meet this target that a transformational change will be required in the delivery of healthchecks to communities.
7. The Southwark Health and Wellbeing Board's six priority areas for 2014/15 includes work to tackle alcohol and substance misuse, smoking, obesity, diabetes and other long-term conditions, all of which are covered and supported by the important work of the local healthchecks service.
8. Healthchecks is a free-at-the-point-of-use, early identification and prevention programme for anyone aged between 40 and 74 who does not have an existing diagnosis. The service is the local element of a broader NHS programme, funded through the Council's public health grant. Healthchecks were set up to specifically identify and prevent cardiovascular diseases (i.e. diseases of the heart or blood vessels, including stroke, coronary heart disease or arterial disease). There may however also be opportunities to extend the delivery hub approach described in this report, for example, to sexual health services or to health checks for looked after children.
9. Both Lambeth and Southwark face significant public health challenges. Cardiovascular disease is a major cause of preventable deaths in both boroughs. The healthchecks service is specifically designed to identify and reduce the risks for this health condition.
10. In Lambeth and Southwark, the majority of healthchecks are carried out by GP practices and pharmacies. In line with national best practice, both boroughs complement this element of primary care delivery by operating an outreach team to help to increase the uptake of healthchecks with a focus on 'hard to reach' groups. These outreach teams follow up and support people identified to have poorer health or greater health risks who wish to make a change to their lifestyles. The teams run promotional and informative campaigns, educational

exercises and training around healthchecks. This combined approach of primary care and outreach is more likely to reach those people who may need help in order to reduce their risk of developing a health condition, or who have an undiagnosed condition which requires treatment.

11. Accountability for the delivery of healthchecks was transferred to local authorities from the NHS as part of the transfer of public health in April 2013. As with other public health services, healthchecks was transferred to Southwark Council without any significant changes to the then NHS operating model.
12. A review has taken place to evaluate the current service model for healthchecks. This report summarises the outcomes of that review, and sets out a procurement strategy to establish a new healthchecks delivery hub (HDH) in Lambeth and Southwark. This service will support the doubling of healthchecks in Southwark and further embed healthchecks within the wider suite of local authority services.
13. The changes proposed in this report have implications for a number of staff employed by Southwark Council as set out in paragraphs 78-80.

KEY ISSUES FOR CONSIDERATION

14. The review of healthchecks consisted of key analytical work that was undertaken in both boroughs and included collaborative working between both Lambeth and Southwark Councils, CCGs and the joint Lambeth and Southwark specialist public health team. The review also brought together key local expertise, including people who have used the healthchecks service, commissioners, outreach teams and other providers of healthchecks, including GPs and pharmacies.
15. Healthchecks in Lambeth and Southwark is supported by a number of underpinning elements, including a system to invite and recall eligible residents for a healthcheck. These underpinning elements were also considered as part of the review. A simultaneous review of some of the public health information technology elements has in addition taken place and has informed, and is being informed by, the healthchecks review.
16. The healthchecks service can be split into five functions:
 - management and co-ordination
 - outreach healthchecks carried out in a non-healthcare setting
 - 'intervention hub' to follow-up and support people identified by a health check to have poorer health or greater health risks in order to help them to make appropriate lifestyle changes
 - primary care delivery (GPs and pharmacies)
 - risk reduction interventions (for example, relating to weight management, low physical activity levels, smoking and alcohol use).
17. The first three functions are in scope for the procurement exercise that is proposed in this report.
18. An overview of the current service models for healthchecks in Lambeth and Southwark, comparative performance information and headline outcomes of the healthchecks review can be found in appendix 1.

19. The comparative budgets of the Lambeth and Southwark healthchecks programmes in 2013/14 are set out below.

Healthchecks Budget (2013/14)			
	Healthchecks Service	Lambeth	Southwark
Community based delivery			
1	Project management and coordination	See note	£92,488
2	Outreach staff, health improvement nurses	£182,782	£178,093
3	Health improvement equipment, venue hire and publicity	£17,113	£20,120
4	Health improvement training and related costs	£74,330	£33,712
	Sub-total	£274,225	£324,413
Primary care delivery			
5	GP Surgeries	£199,300	£150,000
6	Pharmacies	£24,789	£15,000
	Sub-total	£224,089	£165,000
	TOTAL	£498,314	£489,413

Note – in Lambeth, healthchecks project management and coordination is embedded within the wider suite of services that is provided by the Lambeth Early Intervention and Prevention (LEIPs) service.

Joint review of healthchecks in Lambeth and Southwark

20. The findings of the joint review of healthchecks are set out in the sections below. This includes an overview of the current service models for healthchecks in both boroughs.

Current service models in Lambeth and Southwark

21. Whilst there has been some work to embed healthchecks within the wider suite of local authority services, at its core, the models for both Lambeth and Southwark healthchecks are identical to when these services were delivered by the NHS.
22. In Lambeth the majority of healthchecks are carried out by GP surgeries (over 90% of all healthchecks). The outreach nursing team is provided by the Lambeth Early Intervention and Prevention service (LEIPs), which carries out around 4% of all healthchecks in the borough. The LEIPs service is provided by Guys and St Thomas's (GSTT) NHS Foundation Hospital Trust.
23. In Southwark the majority of healthchecks are also carried out by GP surgeries (69%), with an outreach nursing team (22%) and pharmacies (9%) carrying out the remainder of healthchecks in the borough. GPs and Pharmacies are commissioned by NHS Southwark CCG on behalf of the Council.

Outcome of the review of healthchecks

24. The review of healthchecks set out a number of steps that could be taken in Lambeth and Southwark to improve the delivery of healthchecks. These included changes that would help increase the number of healthchecks that are taken up by individuals, and also the employment of a targeted approach that engages those people and groups that are most at risk from preventable diseases.
25. The key outcomes of the review of healthchecks are set out below:
- The review demonstrated an appetite by GPs, pharmacies and other providers of healthchecks to undertake more innovative approaches in the delivery of healthchecks. This included more healthchecks being available where people can take these up, whether near people's own homes or estates, or at places where people work and shop.
 - The review also set out opportunities for a community provider of healthchecks to better link with other health improvement and wellbeing services, including leisure services, voluntary sector groups and health.
 - The review of healthchecks also identified an opportunity to undertake healthchecks work at a larger scale, that is, across both Lambeth and Southwark. This change will release efficiency savings in terms of project management and overheads.
26. These proposed changes would impact on both primary care (that is, GPs and pharmacies) and also community based delivery (that is, outreach, health improvement and training).
27. For primary care delivery, the proposed approach would involve Lambeth and Southwark Councils jointly agreeing outcomes and costs for healthchecks.
28. For community based delivery, the proposed approach would involve Lambeth and Southwark Councils jointly commissioning a healthchecks delivery hub (HDH). The function of the HDH will be to:
- carry out community-based healthchecks for people aged 40-74 in Lambeth and Southwark
 - champion, promote and coordinate healthchecks activity and campaigns in Lambeth and Southwark
 - target and engage with hard-to-reach groups
 - provide a follow-up and motivational interviewing service to support people identified by their health check to have poorer health or increased risks of poor health to make appropriate lifestyle changes
 - provide relevant training for people who carry out healthchecks.
29. The proposed joint approach to healthchecks between Lambeth and Southwark would be underpinned by a memorandum of understanding between the two boroughs, and by common commissioning intentions for the healthchecks service – as set out in appendix 2.

30. Any proposed future commissioning will need to consider Southwark Council's ambition to double the number of healthchecks by March 2018 (that is 28,000 people receiving a healthcheck over the 4 years – from a baseline of 13,800 as of 1 April 2014). This is an important change, requiring additional capacity which it is envisaged will be released from the shared approach with Lambeth – including through a joint approach to commissioning primary care.
31. Directly involving people from both Lambeth and Southwark who had benefitted from a healthcheck proved enormously valuable in the stakeholder sessions completed as part of the review. The value of including the wider views of individuals and communities will be important to understanding and tackling the health and wellbeing issues in Lambeth and Southwark. These views will continue to be included, both as part of the procurement process and in the establishment of the new service model.
32. The review of healthchecks in addition noted opportunities for the hub approach to deliver on other public health ambitions, for example health assessments for specific groups, or more community-based access to sexual health services. There may in addition be opportunities to link with other services to ensure, for example, that looked after children always have access to a good health assessment. There will be an opportunity to test how the approach could be scaled up through the procurement process, though it must be noted that all services delivered in this way will need to be evidence-based, clinically-appropriate and founded on population health needs.
33. Any decision to enter into joint commissioning arrangements between Lambeth and Southwark Councils will need to be agreed by both boroughs. Southwark Council's cabinet will be considering this decision on 27 January 2015. Lambeth Council will be considering this decision at their members outcomes panel in early February 2015.

A HEALTHCHECKS DELIVERY HUB IN LAMBETH AND SOUTHWARK

Market considerations

34. The national market for the delivery of healthchecks is dominated by NHS providers. The reason for this is that NHS organisations are able to provide the clinical governance and expertise required to undertake healthchecks tasks, including testing blood and recognising and advising on specific health conditions.
35. There are a number of areas where private and voluntary sector organisations have been able to take on a role in healthchecks, outreach work and leading healthchecks communications and campaigns. This will be a key part of the HDH in the future and it may be that the service - or parts of the service - is as suited to delivery by these types of organisations.
36. The history of healthchecks means that it is untested locally in terms of having been previously considered as part of a wider procurement exercise. The approach now proposed is an opportunity to test whether there is an appetite for healthchecks delivery within a larger market (that is, across Southwark and Lambeth).

37. NHS IT links will in addition be built-into the heart of the new healthchecks service to ensure that this connection is a core part of the HDH.

Quality considerations

38. A key aspect of any organisation's ability to deliver healthchecks will be whether they can demonstrate a robust approach to clinical governance. This may better lend itself to health providers, although a market testing exercise will take place in order to consider other areas and providers.
39. Placing robust clinical governance at the heart of the service specification will ensure quality of future provision. A qualified clinician will be included in the tender evaluation team to advise on this aspect of the procurement.
40. Safe, high quality services are central to delivering good person-centered outcomes for users of health improvement services. Public Health England (PHE) have developed national guidance and service specification templates that draw on UK-wide learning to embed quality into the activity of healthchecks service delivery. This national best-practice will be placed at the core of the new service.
41. Any tender approach will require providers to set out their approach to quality, and also to issues of information governance and the utilisation of sensitive patient data. Any health issues located by the HDH will need to be reported back and referred to individual patients' GPs. This will ensure that there is clear follow-on and support for these issues from core NHS services.

Cost considerations

42. The transfer of public health services to local authorities provided information regarding the cost of different healthchecks services. This work has informed the cost model of the HDH.
43. One of the opportunities in establishing a joint service across Lambeth and Southwark is the ability to realise efficiencies of undertaking these services at a larger scale.
44. As with the partnering agreement on public health, the service will be jointly funded by both councils. Lambeth and Southwark will contribute equally to the coordination and outreach function and pay individually for activity (in this case, completion of healthchecks), with an appropriate risk share agreement and governance to ensure close monitoring and scrutiny of the performance of the service.

Summary of the business case/justification for the procurement

45. As part of the transfer of public health to local authorities, a duty was placed on councils to provide a healthchecks service in each area. Local authorities are measured on their performance for the delivery of healthchecks as part of the Public Health Outcomes Framework (PHOF).
46. The review of healthchecks has presented an opportunity to change the way that this service is commissioned, and to set out benefits in undertaking a joint approach. This work is part of a wider approach to review and embed all

transferred public health services, over time, into the wider suite of local authority delivery.

47. The development of a number of commissioning intentions through the review provides an impetus to establish a new healthchecks service based on these refreshed priorities.

OPTIONS FOR PROCUREMENT FOR THE LAMBETH AND SOUTHWARK HEALTHCHECKS DELIVERY HUB INCLUDING PROCUREMENT APPROACH

Procurement approach

48. The council has a number of options when seeking to secure the delivery of a safe, high quality healthchecks service. This includes directly delivering this service or seeking to commission services from external suppliers. The options which have been actively considered are set out below, along with the recommended route.

Do nothing

49. Local authorities have a duty to undertake a healthchecks service in their areas as set out in statutory guidance issued by the Department of Health (DH) in conjunction with the Health and Social Care Act 2012. The Council would be failing in this duty if it failed to provide a healthchecks service.

Current delivery model

50. The review of healthchecks set out opportunities from undertaking a common approach across both Lambeth and Southwark. These opportunities would not be realised if the Council did not deliver the hub service. There is in addition a risk of duplication across areas, and not achieving the benefits of pooled resources that a shared approach would bring. The Council Plan target to double healthchecks by 2018 requires a transformed approach to this service.
51. Without a refreshed commissioning approach, there may not be the added capacity to transform current delivery, with a risk that there is not an improvement in outcomes achieved.
52. Without a change in approach, the efficiency savings to the outreach and follow-up support, management and coordination outlined in this report, would not be realised.
53. This option is therefore not recommended.

Directly delivered service

54. Careful consideration has been given to the option of either Lambeth or Southwark Council directly delivering a healthchecks delivery hub. This approach would build-on the current service delivered by Southwark Council through the joint specialist public health team.
55. Healthchecks involves a number of procedures, including blood tests and the assessment of potential or existing health conditions, which require a level of

medical expertise. These tasks are best undertaken by trained individuals within the context of robust clinical governance and oversight.

56. Lambeth and Southwark Councils do not have robust clinical governance procedures in place, and there is no history of directly providing health services in either organisation.
57. Continuing to provide this service directly, as is currently the case in Southwark, would mean developing a clinical governance structure for healthchecks across Lambeth and Southwark. This change would need to be undertaken jointly with NHS and/or primary care and there may be a delay in the period during which this new governance is established.
58. There may be opportunities, by delivering healthchecks through an organisation with existing community links and/or health expertise, to source additional and currently untapped skills in the provision of healthchecks in Lambeth and Southwark.
59. The change process for establishing the directly delivered service is, in addition, likely to take considerable time to implement.
60. This option is therefore not recommended.

Competitive tender

61. As set out in paragraphs 34-37 the market for healthchecks locally and nationally is diverse, with a good range of small, medium and larger national providers.
62. Healthchecks services are regulated by the Care Quality Commission (CQC), and there is oversight at a national level by Public Health England (PHE). Based on information from these two organisations, alongside benchmarking, and the outcome of the review, it is clear that there are a number of different organisations with a track record of delivering good quality healthchecks services in partnership with local authorities.
63. This information is the basis on which there is confidence and assurance that an external procurement could secure a good level of interest from potential providers, allow for competition and, with the right approach to tendering, enable the two councils to secure a high quality healthchecks delivery hub.
64. There is an opportunity to consider the direct delivery of elements of the healthchecks service and the case for the development of clinical governance structures across Lambeth and Southwark Councils. This will be considered and tested by the healthchecks project group.
65. The recommended procurement route is therefore to undertake a competitive procurement, taking into account the points raised in paragraph 64, as well as the outcome of the joint review. This will take into account the outcome of the review, as well as benchmarking and best practice.

Proposed procurement route

66. Proactive pre-tender engagement with the market can be used to help shape and influence the response and interest to external procurements. Market

shaping work that supports the development of different provider operating models such as Community Interest Companies (CICs), social businesses, and arms-length worker/management-led organisations, alongside NHS providers, may help positively influence those providers who would be in a position to respond when the council issues its invitation to tender.

67. When seeking to secure services from external suppliers, an approach can include undertaking an open, restricted or two-stage procurement, and/or a competitive dialogue for single or multiple contracts, or framework contracts.
68. Healthchecks services, as with other public health services that transferred to councils, have not previously been tested through a rigorous competitive procurement exercise. Externally-provided council services (for instance, in social care) would normally have been considered as part of a two-stage restricted tender. This approach is often adopted on the basis that the services being procured can be specified clearly in order for providers to respond.
69. There are opportunities with placing healthchecks on the same basis as other council commissioned services, for example in the adoption of the same contract monitoring approach.
70. The recommended approach therefore is to undertake a restricted two stage competitive tender to allow both Lambeth and Southwark Councils to put in place new joint contracting arrangements as soon as possible. At this stage it is intended that both Councils will enter into a single contract with the appointed service provider and further advice in that regard will be sought from the director of legal services.

Identified risks for the procurement

71. As set out in the section above, healthchecks delivery is complex and the tendering process contains a number of risks. The mitigation outlined in the table below stresses the importance of carefully developing the outcome specifications, the need for provider development and assurance, and a critical; role for expertise contract management.
72. The key risks for the competitive procurement of a Lambeth and Southwark healthchecks delivery hub are set out below:

Lambeth and Southwark Healthchecks Delivery Hub			
No.	Risk	Risk Level	Mitigation
1	The market is not fully developed and providers are not equipped to deliver the required service.	Low	Pre-tender market engagement will help support wide-ranging involvement in the commissioning intentions and ambitions in establishing the healthchecks delivery hub. The review, alongside benchmarking and other local and national knowledge suggests that there is a diverse market for the provision of healthchecks.
2	Slippage in timetable due to TUPE.	Low	The healthchecks project board will be overseeing transition/TUPE arrangements. As TUPE is expected to apply it will be the responsibility of providers involved to resolve these issues. TUPE costs will be factored into the contract price.

Lambeth and Southwark Healthchecks Delivery Hub			
No.	Risk	Risk Level	Mitigation
3	Slippage in procurement timetable due to delays in agreeing documentation across both boroughs, for example service specification details and work related to provider development and assurance	Medium	Clear cross-borough governance will be in place throughout the procurement to help to ensure effective decision-making. The key element of this approach will be a healthchecks project board.
4	Impact of changes to service model to performance through the transition period	Medium	There will be a service implementation plan that will be overseen by Southwark Council's commissioning team, with key advice and support from public health, procurement and the contract monitoring team.
5	Provider failure to deliver to the required capacity and quality standards.	Medium	Pre-tender market development with providers will ensure the optimum approach to secure high-quality provision.
6	Efficiency savings impact on the ability of the new shared approach to deliver healthchecks.	Medium	Detailed financial modeling by Lambeth and Southwark to develop the shared approach has identified that, with a joint service at scale, there is the potential for savings in the project management and outreach function. This will be monitored throughout the tender approach, and quality will be considered at 60% over 40% cost to ensure that this risk is mitigated.
7	Ability of the provider to ensure robust clinical governance is in place for the delivery of the service	Medium	By placing clinical governance at the heart of the procurement, the council will ensure that this is embedded into the tender approach, and is evaluated at every stage of procurement. A qualified clinician will be invited to advise on this aspect of the tender.

Policy implications

73. The transfer of public health responsibilities from the NHS to local authorities was designed to compliment a wider transformation in the national approach to tackling key public health challenges including obesity, smoking and alcohol misuse. Healthchecks is an important part of this approach. The service covers the whole population between the ages of 40-74, and links people to health improvement and other support.
74. A joint approach to tackling common public health challenges was agreed by Lambeth and Southwark Councils in July 2012. The aim of the shared approach was to minimise duplication and to ensure that the collective efforts of both boroughs could be brought to bear on those public health challenges that exist in

both Lambeth and Southwark. The decision to establish a joint approach to healthchecks in the two boroughs is the next stage in Lambeth and Southwark's ongoing collaboration on public health.

75. Local authorities have a duty to undertake a healthchecks service in their areas, as set out in statutory guidance issued by the Department of Health (DH) in conjunction with the Health and Social Care Act 2012. Local healthchecks is a constituent part of a national programme, and there are two outcome measures for healthchecks in the Public Health Outcomes Framework (PHOF) which is overseen by Public Health England (PHE).
76. The funding for healthchecks in both Lambeth and Southwark is contained within the two council's public health grants.

Procurement plan

77. The timeline for the procurement for a healthchecks delivery hub is set out below:

Lambeth and Southwark Healthchecks Delivery Hub	
Activity	Complete by
Entry on the Forward Plan	30 October 2014
Review by Departmental Contract Review Board (DCRB)	07 January 2015
Review by Corporate Contract Review Board (CCRB)	15 January 2015
Notification of forthcoming decision – dispatch of Cabinet agenda papers	16 January 2015
Cabinet – approval of Gateway 1: a new approach to healthchecks in Lambeth and Southwark	27 January 2015
Scrutiny call-in period and notification of implementation of Gateway 1 decision	4 February 2015
Pre market engagement and bidders sessions	Mid February and March 2015
Advertisement of contract (OJEU)	6 April 2015
Bidders briefing session	16 April 2015
Closing date for expressions of interest	1 May 2015
Completion of short-listing of applicants	8 May 2015
Invitation to tender	8 June 2015
Closing date for return of tenders	10 July 2015
Review Gateway 2 by DCRB	24 July 2015
Review Gateway 2 by CCRB	31 July 2015
Notification of forthcoming decision	11 September 2015
Cabinet – Decision on Gateway 2: a healthchecks delivery hub in Lambeth and Southwark	End September 2015
Scrutiny call-in period and notification and implementation of Gateway 2 decision	29 October 2015
Contract award	30 October 2015
TUPE consultation period	2 November – 10 December 2015
Contract start	14 December 2015
Initial contract completion date	End December 2018
Contract completion date (if extension(s) exercised)	End December 2020

Transfer of Undertakings Protection of Employment

78. The proposed procurement strategy has Transfer of Undertakings Protection of Employment (TUPE) implications, including a direct impact on a number of staff in Southwark Council's public health team. In Lambeth, there are also likely to be TUPE implications for the Guys and St Thomas's (GSTT) service, Lambeth Early Intervention and Prevention Service. Lambeth and Southwark Council will undertake a joint due diligence exercise to establish the full extent of TUPE implications.
79. The procurement timetable has scheduled time to work with any incumbent successful providers, and ensured that there is sufficient time for discussion and agreement around TUPE issues prior to any contract start.
80. There are approximately 11 staff employed either part-time or full-time on healthchecks project management, outreach and training across Lambeth and Southwark, that is, those functions that in the future will be carried out by the HDH.

Proposed tender approach

Development of the tender documentation

81. A dedicated project board and project team will be established to drive forward the development of tender documentation. The project board will consist of key officers from Lambeth and Southwark Councils, and will also include a representative of Lambeth and Southwark CCGs. A project lead will act as the lead commissioning officer throughout the procurement.
82. Legal, procurement and finance representatives from Lambeth and Southwark will support and advise on the entirety of the procurement.
83. The Cabinet Members for Public Health in Lambeth and Southwark will provide political leadership and oversight of this work.
84. Southwark Council will act as the lead commissioning borough, and will coordinate the procurement across both boroughs.

Advertising the contract

85. The invitations for expressions of interest will be advertised in a range of places as listed below:
 - Lambeth and Southwark Council and CCGs websites
 - Voluntary OJU Notice
 - Existing healthchecks provider networks.

Evaluation

86. In order to secure the best service possible from providers this report proposes a cost : quality split of 40:60 (respectively).

Quality – 60%

- 87. The project board will oversee the development of the quality evaluation criteria. A key part of the quality evaluation will be to evaluate the strength of prospective providers clinical governance arrangements.
- 88. The project board, with expertise input from the Lambeth and Southwark Healthy Living Boards, will agree the quality criteria.
- 89. The quality evaluation will take the form of written submissions, clarification meetings, reference requests and, importantly, early site visits.

Price Evaluation – 40%

- 90. The project board will use the findings of the benchmarking of healthchecks unit costs to develop a methodology that ensures transparency of pricing and certainty in terms of costs for both councils. Providers will be required to submit a full breakdown of their costs.
- 91. Analysis of these costs will form part of the evaluation and with 40% allocated to cost, affordability will be an important consideration and will inform the outcome of the final decision.

Community impact statement

- 92. Healthchecks is a free-at-the-point-of-use, early identification and prevention programme for anyone aged between 40-74 who does not have an existing diagnosis. 45,803 people in this age bracket in Lambeth and Southwark were offered a healthcheck in 2013/14, and 13,377 of these took up this offer.
- 93. Lambeth and Southwark's proposed commissioning intentions include a plan to target at-risk groups in both boroughs, and this will mean that those groups and communities with worse health outcomes will benefit most from the transformed service offer.
- 94. The health and wellbeing of the local population is at the core of the work of the healthchecks service. The transition of public health from the NHS to local authorities, as set out in the Health and Social Care Act 2012, includes the provision for local authorities to take on a new leadership role in terms of health improvement for local communities. The role of a shared approach to healthchecks is to help lead change across organisations, and to tackle health inequalities in both Lambeth and Southwark.

Sustainability considerations

- 95. The Public Services (Social Value) Act 2012 requires the council to consider a number of issues including how what is proposed to be procured may improve the economic, social and environmental well-being of the local area. These issues are considered in the following paragraphs which set out economic, social and environmental considerations.

Economic considerations

- 96. By staying healthy, and acting to avoid preventable health conditions, the people

of Lambeth and Southwark will be able to take less time off work due to sickness, to work more effectively and, for those without employment, more effectively to seek and hopefully obtain a long-term job. A healthcheck can support this by diagnosing health issues, and by giving advice that can help people stay in work. In this way, the commissioning principle of placing Southwark as a great place to live and work at the heart of the service will be supported.

97. The majority of the workforce who will deliver the new healthchecks service are expected to live locally, and in this way the award of the healthchecks delivery service contract will support the local economy.
98. Those employed by the successful providers are likely to be local women and men who will be helped economically by the application of the London Living Wage (LLW) as part of the contract.
99. Southwark Council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful contractor for this contract will result in quality improvements for the council. These should include a higher calibre of a multi-skilled workforce that will contribute to the delivery of healthchecks and potentially more experienced staff. This will provide best value for the council.
100. It is therefore considered appropriate for the payment of LLW to be required. The successful contractor will be expected to meet LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and any cost implications will be monitored as part of the contract review process.

Social considerations

101. An equality analysis has been undertaken as part of the service review of healthchecks in order to demonstrate compliance with the Public Sector Equality Duty under the Equality Act 2010.
102. The evaluation of the bids will ensure that providers have a strong track record in delivering services to a diverse group of service users.

Environmental considerations

103. The evaluation of the bids will ensure that providers have an acceptable environmental approach in relation to the delivery of the service. The council will expect the majority of the workforce to use public transport to travel. The provider is expected to use digital resources, including electronic mail and databases in order to eliminate the unnecessary use of paper.

Proposals for the monitoring and management of the contract

104. The HDH contract will be monitored by Southwark Council's Children's and

Adults' contract monitoring team and provider performance will be measured against the service specification outcomes and Key Performance Indicators (KPIs) set out in the contract documentation. The contract will be monitored on the basis of real outcomes for those who take up the offer of a healthcheck, with wellbeing as well as health and care outcomes at the core of contract management.

105. The KPIs for the service will be considered and agreed at appropriate levels within Lambeth and Southwark Councils in line with the joint agreement and memorandum of understanding (MOU).
106. Ongoing oversight of the service will be provided by Lambeth and Southwark Councils, and key issues will be reported to joint commissioning meetings between the two boroughs as part of the joint approach to this service.
107. The supplier's performance will also be monitored by the Care Quality Commission (CQC), as per their license agreement. Any issues or concerns will be raised with Southwark Council.

Financial implications

108. The review of healthchecks set out an opportunity to create additional capacity for the delivery of this service by undertaking this service at a larger scale, that is, across the boroughs of both Lambeth and Southwark. This change would provide an opportunity for reducing overall management and coordination costs.
109. The proposed budget for the HDH is £500,000 per annum, with an expected £250,000 contribution from each borough. The estimated total contract value of the HDH is £1.5m for a term of three years, with provision to extend the contract for two further periods of one year.
110. There will be a 50/50 contribution by each borough to the HDH service, which will be underpinned by a robust risk share agreement.
111. The cost of the HDH contract can be met within the existing healthchecks budget.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

112. This report seeks approval of various recommendations, including a procurement strategy for the provision of a healthchecks delivery hub in conjunction with Lambeth Council. The procurement strategy is consistent with the council's relevant statutory powers and functions and with corporate policy.
113. The decision to authorise the proposed procurement process is one which is reserved to the Cabinet under the council's Contract Standing Orders ("CSOs") after consideration by the corporate contracts review board (CCRB) of the report, as the delivery of the proposed new healthchecks service forms the subject of a strategic procurement as defined in the CSOs.
114. The services which are intended to be provided through the new delivery hub are classed as part B services under the EU procurement regulations and, as such there is no requirement to publicly advertise this procurement in the Official

Journal of European Union (OJEU) although the procurement must still comply with rules regarding non-discriminatory requirements. Paragraph 70 confirms that a restricted two stage tendering procedure is proposed which will comply with EU regulations and CSO tendering requirements.

115. 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.
116. 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.
117. Paragraph 100 of the report advises that an equality analysis has been carried out as part of the requirement to have due regard to the Public Sector Equality Duty in this procurement and Cabinet should satisfy itself that this duty as been complied with when considering these recommendations.
118. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) implications arising from this procurement are noted in paragraphs 78 to 79. There are TUPE implications for the council as an employer as it is likely that the appointment of a new organisation to deliver the Health Check activities currently undertaken by the council will amount to a service provision change which is a relevant transfer under TUPE. Additionally the appointment by Lambeth Council of a new organisation to deliver the Health Check activities it currently commissions may amount to a service provision change under TUPE.
119. Cabinet should note the comments of the director of human resources in respect of council employees affected by this proposal.
120. Consideration will need to be given to the application of Fair Deal in respect of pension protection of transferring employees. Further, the council is obliged under the Best Value Authorities Staff Transfers (Pensions) Direction 2007 to ensure that the new provider provides any transferring council employees with access to pension rights which are the same as, better than or broadly comparable to the pension rights they had as local authority staff i.e. the LGPS or NHS pension scheme. Unless the successful bidder is a NHS organisation it will have to obtain a direction from the Secretary of State for Health under powers conferred within Section 7 of the Superannuation (Miscellaneous Provisions) Act 1967, to provide the eligible transferring employees with continued membership of the NHS pension scheme. Similar considerations will apply to Lambeth and its commissioned organisations.
121. It is noted that a due diligence exercise is to be carried out to determine the extent of any TUPE implications. The results of this exercise will need to be included in the tender documentation and sufficient time will need to be allowed

for the contracting parties to comply with their respective statutory and contractual obligations under TUPE, including the obligations to inform and consult with representatives of affected employees.

122. Officers will seek advice from the director of legal services (corporate team) in connection with the drafting of a memorandum of understanding which will set out the basis on which Southwark and Lambeth will undertake the joint commissioning of the new service.

Strategic Director of Finance and Corporate Services (FC14/043)

123. The strategic director of finance and corporate services notes the recommendation in this report for a competitive tender for a health checks delivery hub from December 2015. The work will be paid for from the Public Health budget, funded by the Public Health ring fenced grant.
124. Southwark Council spent £324k in 2013/14 on outreach and project management for health checks. It is estimated that the new joint service with Lambeth will reduce the cost to £250k per year for Southwark Council, releasing resources to be reinvested in other areas. However, further modelling will be required to fully understand potential efficiencies.
125. Southwark Council will be the lead authority for the health checks hub contract with a 50:50 split with Lambeth council. The GW2 report will provide more detail on the final anticipated cost and allocation of risk, along with the arrangements for payments by Lambeth Council.
126. The budget for 2015/16 will be agreed by council assembly in February 2015, and any changes to the available resource for this project can be addressed at the time of contract award for in September 2015. It is important that all expenditure is monitored carefully to ensure the allocated budget is not exceeded.
127. The contract will run for a further two financial years, plus extension provisions. The council faces further cuts in its funding from government in 2016/17. The general fund budget for 2016/17 will be agreed by Council Assembly in February 2016. There may be changes to the public health priorities within the council so the contract should be able to be reviewed and changed if required.

Head of Procurement

128. This report is seeking approval of the procurement strategy to undertake the joint procurement of a Healthchecks delivery hub for Lambeth and Southwark.
129. The report summarises the context for this service including the nature and delivery of current Healthchecks within both Lambeth and Southwark.
130. Paragraphs 38 to 44 summarises the rationale for procuring the Healthchecks delivery hub namely the potential efficiency savings from operating on this scale and the opportunity to drive up the quality of these services.
131. The report confirms that the market for Healthchecks both locally and nationally is diverse with a good range of small, medium and large providers including a number of private and voluntary sector organisations that will be tested through

this procurement exercise.

132. Paragraphs 48 to 65 confirm the alternative procurement options that were considered and discounted including an option to deliver these services in-house. The recommended procurement route to competitively tender health check services takes into account the outcome of the joint review completed in October 2014 and benchmarking exercises.
133. The timetable to put this contract in place is achievable provided appropriate and adequate resources are made available when necessary.
134. Paragraphs 81 to 84 confirm the governance arrangements that will be established for this procurement. These will include officers from Lambeth and Southwark Council's and a representative Lambeth and Southwark CCGs. The report confirms that further oversight will be provided by Cabinet members for public health from both boroughs. It is anticipated that the project board will meet regularly to oversee the progress of the tender to help ensure the procurement is delivered on time.
135. The report confirms that the evaluation for both tenders shall be carried out on the basis of the most economically advantageous tender and in determining this shall use a weighted model with quality/price ratio of 60:40. Paragraph 87 confirms that within the quality assessment there will be particular focus on the strength of clinical governance arrangements.
136. Paragraphs 104 to 107 confirm the monitoring and management arrangements that will be established for the five year duration of the contract with a strong focus on real outcomes and performance against provider licence agreements.

Director of Human Resources

137. Paragraph 11 states that the healthchecks function was transferred to the council without any significant changes to the then NHS delivery model. Whilst the personnel engaged to do the work may have remained constant the basis of employment changed in various ways.
138. The NHS had engaged self employed consultants to cover the programme manager and programme admin support roles. Following a temporary agency arrangement, therefore, these posts were job evaluated and Southwark Council fixed term contracts offered to relevant staff.
139. The Council does not employ clinical staff and there were no employees identified to transfer as Health Check nurses under the Transfer Scheme. Agency nurses have been sourced through a small number of agencies.
140. Of the two fixed term contract staff who transferred under the Transfer Scheme, one was found to have a de facto contract and is now a permanent member of staff on NHS protected terms and Conditions. The Referral and Monitoring Coordinator fixed term contract expired and has since been replaced by a permanent member of staff on Southwark Council terms and conditions.
141. Those staff on NHS Conditions of Service are currently subject to a memorandum of understanding (MoU) that was agreed nationally prior to transfer of public health in 2013. This MoU protected core NHS terms and

conditions (pay related) for two years post transfer, effectively preventing local authorities from using dismissal and re-engagement procedures to 'harmonise' contracts other than in prescribed circumstances, which are underpinned by the Transfer Scheme.

142. At the time of writing the staff employed within the healthchecks function are on different terms and conditions of service.
143. In terms of the likely TUPE transfer, only employees transfer. Agency staff do not transfer under TUPE. Those on fixed term contracts will transfer on the basis of the contract and expiry date that is part of that. There should be no dismissals arising as a result of the transfer and there is not a redundancy situation so there will not be any redundancies.
144. The procurement timetable sets out that there will be a period for consultation. In terms of the statutory consultation and information requirements, through due diligence, it will be important to identify all staff affected by the proposed transfer not just those assigned or who may be subject to TUPE. The Council would normally allow three months for a TUPE consultation while Trade Unions are informed about the transfer and are consulted about any measures concerning the affected employees that are proposed by either the transferee or Council as transferor. Council policy also requires meaningful staff consultation in good time. A shorter timeframe could work depending on the staff group and complexity of the circumstances.
145. In terms of pensions certain occupational pension rights up to the point of transfer are protected. The Council will require the new provider to ensure staff transferring have access to appropriate pension provision ie the Local Government Pension scheme, NHS Pension or a broadly comparable scheme.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Public Health Shared Service between Lambeth and Southwark Councils. Cabinet, July 2012 (Item 22).	160 Tooley Street, SE1 2QH	James Postgate 020 7525 7627
Link http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4245&Ver=4		
Partnership agreement via section 75 with Southwark Council and NHS Southwark Clinical Commissioning Group (CCG). Cabinet 19 November 2013.	160 Tooley Street, SE1 2QH	James Postgate on 020 7525 7627
Link http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4552&Ver=4		

APPENDICES

No.	Title
Appendix 1	Outcome of the healthchecks service review across Lambeth and Southwark
Appendix 2	A joint approach to healthchecks in Lambeth and Southwark

AUDIT TRAIL

Cabinet Member	Councillor Barrie Hargrove, Public Health, Parks and Leisure	
Lead Officer	David Quirke-Thornton, Strategic Director for Children's and Adults' Services	
Report Author	Kerry Crichlow, Director of Strategy and Commissioning Ruth Wallis, Joint Director of Public Health for Lambeth and Southwark James Postgate, Senior Commissioning Officer, Children's and Adults' Services	
Version	Final	
Dated	15 January 2015	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
	Officer Title	Comments Sought
	Director of Legal Services	Yes
	Strategic Director of Finance and Corporate Services	Yes
	Head of Procurement	Yes
	Director of Human Resources	Yes
	Cabinet Member	Yes
	Date final report sent to Constitutional Team	15 January 2015

APPENDIX 1

OUTCOME OF THE HEALTHCHECKS SERVICE REVIEW ACROSS LAMBETH AND SOUTHWARK

Comparative performance and financial information for Lambeth and Southwark healthchecks

The comparative performance of the Lambeth and Southwark healthchecks programmes in 2013/14 is set out below:

TABLE 1		Lambeth	Southwark
Number of healthchecks – overall			
Numbers of people <u>offered</u> a healthcheck (as a percentage of the total eligible population)		24,592 (38%)	21,211 (33%)
Number of people <u>completing</u> a healthcheck (as a percentage of those offered a healthcheck)		6,382 (26%)	6,995 (33%)
Who carries out the Healthcheck?			
GP surgery (as a percentage of all healthchecks carried out)		over 6,000 (90%)	4,856 (69%)
Pharmacy		24 (under 0.5%)	616 (9%)
Outreach nurse		322 (4%)	1,523 (22%)
Healthchecks – outcomes			
Numbers of people assessed to be at high risk (as a percentage of all healthchecks carried out)		231 (5.3%)	434 (8%)
Numbers of people assessed to have raised blood pressure		356 (18%)	1,037 (21%)
Numbers of people assessed to be:	(a) obese	841 (19%)	1,672 (27%)
	(b) overweight	1,462 (38%)	2,431 (38%)
Numbers of people assessed to be diabetic		No data available	73 (2%)
Numbers of people assessed to be at an increased risk of diabetes (“pre-diabetes”)		147 (10%)	119 (3%)
Numbers of people who receive an annual clinical follow-up after a Healthcheck			
Percentage of people receiving an annual clinical follow-up from a GP		38% ¹	16% ²
Health Intervention			
Overall number of healthchecks users who are prescribed drugs ³ to help reduce cholesterol levels		107	164
Overall number of healthchecks users who are prescribed drugs ⁴ to help reduce blood pressure		107	107
Percentage of people who, following a healthcheck, are placed on a risk register		10% ⁵	10% ⁶
Lifestyle Intervention			
Percentage of healthchecks users with this need who receive lifestyle advice from their GP		97%	93%
Percentage of healthchecks users who have this need and take up a lifestyle intervention		Incomplete data	52%

¹ Figures taken from a sample

² Figures taken from a sample

³ That is, statins

⁴ That is, an antihypertensive drug

⁵ Figures taken from an audit sample

⁶ Figures taken from a sample

TABLE 1	Lambeth	Southwark
Numbers who, following a healthcheck, are referred to a service to help quit smoking (as a percentage of smokers)	108 (7%)	215 (7%)

Both Lambeth and Southwark currently demonstrate relatively good performance in the offering of healthchecks to their populations (covering around a third of the eligible population) but, in relation to other London boroughs, both Lambeth and Southwark are performing less well in terms of the numbers of people who take-up a healthcheck.

Lambeth was ranked 15th and Southwark ranked 7th in uptake of healthchecks in Quarter 2 2014/15. Information on the numbers of those in Lambeth and Southwark who, following a healthcheck, receive follow-on support or who are known to then make improvements to reduce their risk of developing a health condition is not fully captured.

In the arena of health improvement, there is an understanding that individuals will often take up the offer of a healthcheck – but that, in fact, it is the ongoing and sustained improvement to lifestyle choices (eating more healthy foods, exercising more frequently and so on) that can be more challenging to maintain. The risk with the measurement of healthchecks, as set out by key stakeholders, is that it focuses primarily on the offer and take-up of the check, and not on any longer-term change or improvement by individuals. In the current system, therefore, in many cases the subsequent changes necessary to reduce health risks were not followed through following a healthcheck.

GPs and Pharmacies also set out that, whilst clinical help was available to help people with health problems (for example, obesity and diabetes), that the current model did not always provide effective links with community services, leisure opportunities and other wellbeing support.

APPENDIX 2

A JOINT APPROACH TO HEALTHCHECKS IN LAMBETH AND SOUTHWARK

The overall commissioning intentions for Lambeth and Southwark healthchecks are set out below. The service will:

Overall

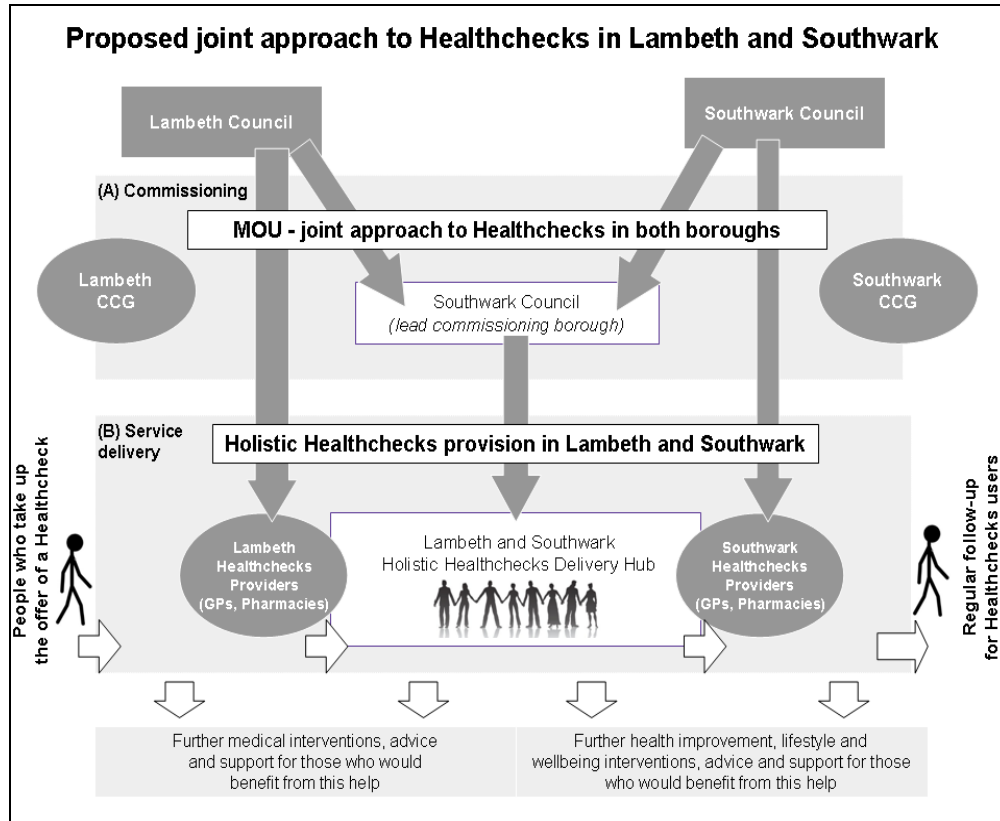
- improve health and wellbeing and (b) reduce health inequalities in the two boroughs by delivering a high quality clinical service which will reduce cardiovascular mortality.
- in Southwark, meet the Council Plan commitment to double the number of Healthchecks.
- work towards the Department of Health 75% target for Healthchecks
- meet efficiency targets in both boroughs (in Southwark, that is 25% over the next three years).
- ensure there is quality assurance of the programme in line with national Healthchecks standards published February 2014.
- ensure there is good governance of the programme with appropriate staff training and supervision in line with national guidance.
- undertake local evaluation of the programme, working with the local Academic Health Science Centre (AHSC).
- ensure that healthchecks are undertaken in a way that is clinically-appropriate, evidence-based and that meets population health needs.

Proposed local service priorities

- provide a population-wide Healthchecks offer for people aged between 40-74 in Lambeth and Southwark.
- ensure that the safety of the people who use the service are at the heart of the commissioning and delivery of Healthchecks
- ensure that those people who are invited to take up, and who receive, a Healthcheck should be at the heart of the service
- be focused and monitored on the basis of real outcomes of those who receive the service.
- ensure that there is a focus on engaging with at risk, hard to reach communities.
- utilise existing services to provide opportunistic Healthchecks.
- ensure that there is ongoing engagement with people who take up the offer of a Healthcheck after the initial Healthcheck.
- ensure that there is robust information sharing and clear accountability of data in line with best practice.
- ensure Healthchecks is linked into the wider system of primary and community health services and community, health improvement and wellbeing services
- wherever possible, ensure point-of-care testing is an intrinsic part of the service.

- be a value-for-money service, placing affordability and efficiency at the core of the commissioning and delivery of Healthchecks.

The proposed approach to healthchecks in Lambeth and Southwark is set out in the diagram below.



Key

	Funding
	Service-user pathway

Item No. 13.	Classification Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Housing Revenue Account – Final Rent-Setting and Budget Report 2015/16	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Richard Livingstone, Cabinet Member for Housing	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR HOUSING

As part of the council's fairer future promises, the cabinet is committed to keep rents low, by limiting increases to inflation plus one per cent in each of the next four years.

On 9 December 2014, the cabinet agreed to consult on proposals for the 2015/16 Housing Revenue Account based on that principle. The council has since consulted with Tenants Council and the Area Forums and this report therefore asks cabinet to consider the outcomes from that consultation before taking final decisions on the housing revenue account, rent and service charges for the forthcoming year.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve a rent increase of 2.2% to be applied to all housing revenue account (HRA) dwellings as set out in the previous report to cabinet on 9 December 2014. This is equivalent to an increase of £2.18 per week on average for tenanted properties, with effect from 6 April 2015 and is in accordance with the earlier decision of cabinet on 28 January 2014 on rent levels. This percentage increase is also to be applied to estate void and hostel properties from 6 April 2015. The average budgeted dwelling rent for 2015/16 is estimated to be £101.25 per week.
2. Instruct officers to set rents for newly-let existing stock from 6 April 2015 (paragraphs 22 – 26) at the target level for that property, calculated and inflated using central government methodology, with the proviso that exemptions are to be granted where circumstances necessitate a move.
3. Approve increases in the estate cleaning, grounds maintenance, communal lighting and door entry maintenance charges by 2.2% as laid out in paragraph 27 with effect from 6 April 2015.
4. Approve increases in charges for non-residential property (garages, store sheds and parking bays) by 2.2%, as laid out in paragraph 28 with effect from 6 April 2015.
5. Set heating and hot water charges at the same level as 2014/15 as laid out in paragraph 29 with effect from 6 April 2015.

6. Set sheltered housing charges at the same level as 2014/15 as laid out in paragraph 30 with effect from 6 April 2015.
7. Note that water and sewerage charges levied by Thames Water are liable to an inflationary uplift as set out at paragraph 31, but as yet the council has not been informed by Thames Water of what that increase will be.
8. Note the revised HRA budget for 2015/16 (as set out in Appendices D and E).

BACKGROUND INFORMATION

Indicative HRA budget (9 December report)

9. Cabinet on 9 December 2014 considered the Indicative HRA rent-setting and budget position for 2015/16. This report contained all of the background information necessary to consider the reasons behind the proposals for rents and other charges. It is not proposed to repeat this detail here, but where further and updated information has been received that is germane to this process it is outlined below. Officers will provide a formal report of any resolutions from tenant council, home owner council, Southwark tenant management organisation (TMO) committee and area housing forums at the cabinet meeting.
10. The purpose of this final report is to seek formal approval of the recommendations in respect of rents and other charges outlined at paragraphs 1 to 8 above.

Statutory framework

11. The HRA reflects the statutory requirement under Section 74 of the Local Government and Housing Act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the council's housing stock, offset by tenant rents and service charges, leaseholder service charges and other income. The HRA forms a specific part of the council's accounts, and a report regarding the general fund budget including those aspects provided via the housing and community services department is being considered separately.
12. Whilst there is no statutory requirement to consult, the council is committed to engaging with stakeholders, particularly under the terms of the Tenancy Agreement, and so the December report formed the basis of early consultation with the bodies listed in paragraph 9 above. This process commenced before Christmas 2014, and continued throughout January 2015.
13. The council is obliged by statute to agree a balanced HRA budget, whereby income and expenditure levels for the forthcoming year match. Appendix A summarises budget movements between 2014/15 and 2015/16, predicated on the basis of a rent increase of 2.2% and other proposed increases in charges.

KEY ISSUES FOR CONSIDERATION

Financial context under self-financing

14. Whilst self-financing provides financial freedoms, it also brings with it a number of increased risks and budget pressures, particularly in the early years of operation. To a large extent these have already been mitigated through the

delivery of efficiency savings and wholesale restructuring of landlord services since 2011/12. Appendix B sets out savings and income generation for 2015/16 specifically.

15. The government effectively operated control over rent policy through the rent restructuring regime and calculated Southwark's debt settlement adjustment on the assumption that rent levels match those imputed by full adherence to the national rent policy. The difficulty caused to Southwark by government assumptions regarding rent convergence was set out in some detail in last year's final HRA budget report to cabinet on 28 January 2014.
16. As reported to cabinet last year, the key principle underlying the introduction of self-financing was the generation of revenue surpluses sufficient to meet the investment needs of the stock over thirty years, without further government support. However, the key assumptions made by government in arriving at the settlement figure in late March 2012 did not adequately reflect the financial reality facing Southwark and changes in government policy since 2012 have further impeded the council's position in relation to the realisation of rental income to the levels originally expected.
17. Even with these additional pressures, such as the decision to formally end rent convergence and the introduction of the "***Reinvigorating the right to buy***" policy, the council was able to set a balanced HRA budget for 2014/15 including a rent increase of 2.7%, which was half that expected under government guidelines. At the same time cabinet resolved to follow future guidance under the Spending Review, and limit rent increases to September CPI plus 1% for the next four years.
18. Budgeted expenditure and income for 2015/16 is represented in bubble map form in Appendix C; Appendix D indicates the revised budget for 2014/15 and the base for 2015/16 incorporating the changes identified in Appendix A. This is further analysed to a divisional level in Appendix E.

HRA reserves and financing

19. The 9 December report also set out the current position in regard to council policy on HRA reserves and balances, in common with the council's general fund. HRA reserves and balances continue to be managed in accordance with the council's Medium-Term Resourcing Strategy 2014/15 – 2016/17.
20. £3.7 million was identified within the 9 December report as being for financing purposes. £3.0 million of this is to be utilised to continue the process of debt repayment, whilst the remaining £0.7 million forms part of the on-going transition to a fully-componentised depreciation charge – split almost equally between dwellings and non-dwellings-related elements. This aspect of the budget is unchanged from that previously set out.

Rent levels and straight-to-target rent policy

21. Southwark's long-standing policy of maintaining historically low social rent levels brought particular pressures under rent restructuring and meant that it became impossible for the council to achieve rent convergence (actual rents being derived entirely on a formula rent basis) by the government-set national deadline of 2015/16. In order to continue to set balanced HRA budgets, which the council

is obliged by law to do, expenditure plans have been revised to meet reduced expectations regarding income levels.

22. In Autumn 2013 the Department for Communities and Local Government (CLG) issued a consultation paper '*Rents for Social Housing from 2015-16*', which proposed moving to a new inflation factor of CPI + 1% and ending the policy of rent convergence from April 2015. These proposals have subsequently been enacted and whilst it removes an inflationary element for tenants, it exacerbates the council's position in terms of a lower realisable rental stream than that predicated under the self-financing settlement.
23. The consultation paper also took the policy of moving new-let properties straight to target as a given, as a means of defraying rental income lost by non-convergence. The council has previously resisted this, however, given the extensive Warm Dry Safe (WDS) programme and the introduction of a higher voids standard which now incorporates redecoration and other internal improvement works, and in a number of instances kitchen and bathroom replacements, there is a compelling argument that rent levels (only applicable to new tenancies), should reflect this additional investment in the stock and the higher lettable standard of accommodation on offer. These initiatives have had a discernible impact on tenant satisfaction.
24. The council recognises the positive engagement of tenants leaving their homes to facilitate council-led regeneration for which financial recognition is made under existing arrangements and it is proposed that where circumstances necessitate a move, tenants be considered for exemption from this policy change. Tenants impacted by the changes to benefit in the social sector ("spare room subsidy" or "bedroom tax") might similarly be considered for exemption, although under-occupancy moves are primarily driven by changes in national housing/welfare benefits policy rather than council policy, and the council already provides assistance to tenants to ameliorate the impact where it is able to do so.
25. To place target rents in a London-wide context; of the other twenty eight boroughs still in direct control of their dwelling stock (including those with ALMO arrangements in place), one has already converged, officers understand that two are intending to set rent levels such that they will achieve converged rents in 2015/16, one has remained outside the rent restructuring policy and eleven of the remainder have some form of straight-to-target policy already in place. Several others intend to set rents above CPI + 1% in order to independently continue along the more immediate route to rent convergence.
26. Finally, this change would be consistent with the approach proposed in terms of rental policy for properties generated as part of the Direct Delivery programme, (cabinet, 9 December 2014). The medium-term effect of the policy change would be to move towards converged rents, but over an extended period of time, balancing the resourcing needs of the HRA with the council's Fairer Futures promise of keeping rents low.

Tenant service charges

27. As set out in more detail in the 9 December report, the council intends to increase tenant service charges for 2015/16 by the same level as dwelling rents (2.2%). The resultant charges are set out in the table below.

	2014/15 £ per week	2015/16 £ per week	Percentage change
Estate Cleaning	4.60	4.70	2.2%
Grounds Maintenance	1.09	1.11	1.8%
Communal Lighting	1.17	1.20	2.6%
Door Entry System Maintenance	0.68	0.70	2.9%
Total	7.54	7.71	2.2%

Non-residential rents and charges

28. The council intends to increase non-residential rents and charges by the same level as dwelling rents (2.2%). This covers garages, parking bays, storage facilities and sheds.

District heating charges

29. As previously stated, the council reviews charges annually to ensure that within the context of the current flexibly-priced gas supply contracts, charges are set at a level to smooth price volatility as far as possible over the contract period. Ongoing investment in the infrastructure to increase energy efficiency/reduce consumption contributes to the financial sustainability of the heating account which has enabled charges to be maintained at the same level over the medium-term. Together with the potential use of accrued balances, this means that charges can be held at existing levels once again for 2015/16.

Sheltered housing service charges

30. It is not proposed to vary charges for the provision of a sheltered housing service from their levels in 2014/15.

Thames Water

31. Water and sewerage charges applicable to council dwellings will be subject to an increase from April 2015. Following approval by the regulator Ofwat, notification of the increase will be advised in the next few weeks by Thames Water, on whose behalf the council act as agent for billing and collection.

Commitments and savings

32. The 9 December report set out recommended contributions and commitments on the basis of a rent increase of 2.2% (i.e. CPI + 1%) for 2015/16. These included general inflation at £2.4 million, financing at £3.7 million and specific service commitments of £2.2 million.
33. Proposed 2015/16 savings, together with those relating to previous years are summarised in the table below, which places them in a divisional context from 2011/12 onward. Further detail on the 2015/16 figures is contained in Appendix B, and in the 9 December budget report.

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
Customer Experience	(0.4)	(0.1)	–	(0.1)	–	(0.6)
Finance and Corporate Services	(1.7)	(0.3)	(4.3)	(3.2)	(2.1)	(11.6)
Specialist Housing Services	(0.2)	(0.1)	(0.7)	(0.2)	(0.1)	(1.3)
Chief Executive's	(0.2)	–	(0.1)	(0.1)	–	(0.4)

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
Community Engagement	(0.5)	(0.2)	–	(0.1)	(0.1)	(0.9)
Maintenance and Compliance	(3.2)	(3.1)	(0.1)	(1.4)	(2.4)	(10.2)
Operations	(2.4)	(2.1)	(0.8)	(0.9)	(0.7)	(6.9)
Major Works	(0.6)	(0.5)	–	–	–	(1.1)
Total HRA	(9.2)	(6.4)	(6.0)	(6.0)	(5.4)	(33.0)

Community impact statement

34. The council works in accordance with the single public sector equality duty contained within section 149 of the Equality Act 2010. This means the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between different groups.
35. Consideration has been given to the report's relevance to equality issues in accordance with the public sector equality duty. This report is primarily to set rents and associated charges and a scoping exercise established there is no differential effect for any community or protected group. It is recognised that increases in rents and charges may present particular difficulties for people on low incomes, but rents and tenant service charges remain eligible for housing benefit. The assessment considers the effects of the self-financing regime introduced under the provisions of the Localism Act 2011 and the determinations issued by Department for Communities and Local Government in accordance with the provisions of Section 173 of that act.
36. There is a statutory requirement to set a balanced HRA budget. Extensive consultation previously undertaken incorporated savings proposals totalling £27.6 million over the period 2011/12 to 2014/15, which have all been delivered. For 2015/16 the extent and composition of efficiency savings and additional income generation assumed in the budget proposals are detailed in Appendix B and set out on a divisional basis as part of Appendices E and F. An assessment to ascertain their potential impact has been undertaken and concluded there is no differential effect for any community or protected group.
37. Above and beyond the increases in rent there are wider issues impacting both nationally and locally in terms of the government's welfare reforms and housing benefit changes for under-occupancy, which came into force in April 2013. These have also been considered and measures to mitigate the effects on the community have been implemented together with the provision of additional resources to support tenancy sustainment through down-sizing, assist in gaining employment, prevent eviction and homelessness and provide direct financial assistance through the provision of Discretionary Housing Payments (DHP). The position regarding 2014/15 remains under review, pending confirmation of additional funding from the Department of Work and Pensions (DWP).

Consultation and notification

38. The purpose of presenting rent-setting and budget information to cabinet in two stages is to facilitate the early commencement of consultation with representative groups (i.e. before the Christmas break). To that end, the December report was labelled 'Indicative' and figures therein were all subject to change. The sections in this Final report have set out such changes as are required to provide the HRA with a balanced budget for 2015/16.

39. Tenant Council met on 5 January 2015 to consider the December report, and to refer it on to area housing forums. They reconvened on 26 January 2015 to consider any recommendations arising from the area forum consultation, and wider HRA budget consultation outcomes, where available; and make consolidated recommendations to cabinet, which due to time constraints are reported under separate cover as Appendix F to this report. Home Owner Council are unable to make recommendations in the matter of tenant rents and service charges, but may do so in terms of any proposals regarding non-dwellings rents and other charges and in terms of the rest of the HRA Budget; and so the December report was considered at their meeting on 18 December 2014. Any such comments will also be reported to cabinet alongside those of Tenant Council. The December report was also the subject of formal consultation with Southwark TMO Committee at their meeting on 21 January 2015.

Statutory and Contractual Notifications

40. Subsequent to the approval of the Final report on 27 January, either as set out or as amended by cabinet, and the passing of the necessary date for its implementation, the council will issue a statutory and contractual notification of variation in rents and other charges to all tenants, not less than 28 days prior to the commencement of the new rents and charges referred to above.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

41. Statutory requirements as to the keeping of a Housing Revenue Account (HRA) are contained in the Local Government and Housing Act 1989. The provisions include a duty, under Section 76 of the Act, to budget to prevent a debit balance on the HRA and to implement and review the budget.
42. Provisions contained within Part 7 of the Localism Act 2011 replace the Housing Revenue Account subsidy system with self financing arrangements for housing authorities in England. To facilitate this, the Act sets out the framework for the calculation of a 'settlement payment' with respect to each local housing authority by way of Secretary of State determination. It is provided that the Secretary of State must consult before making a determination.
43. This report includes recommendations on the charges made by the council in respect its HRA residential accommodation. Under Section 24 of the Housing Act 1985, local housing authorities have the power to "make such reasonable charges as they may determine for the tenancy or occupation of their houses". Section 24 also requires local authorities, from time to time, to review rents and make such changes as circumstances may require. The section confers a broad discretion as to rents and charges made to occupiers, however cabinet will note the effective limitation of discretion arising from the self-financing determinations referred to in within this report.
44. Rent and other charges are excluded from the statutory definition of matters of housing management in respect of which local authorities are required to consult their tenants pursuant to Section 105 of the Housing Act 1985 and Sections 137 and 143A of the Housing Act 1996 in relation to secure, introductory and demoted tenants respectively. As a term of the tenancy agreement with its tenants

however, Southwark Council has undertaken to consult with the Tenant Council, “before seeking to change the amounts payable for rent and other charges”. The report indicates consultation is taking place in order to comply with this term and the outcome will be reported to cabinet. Members must consider the product of consultation when considering the recommendations in this report.

45. It is further provided by Section 103 of the Housing Act 1985 in relation to secure tenancies, which also applies in respect of its introductory tenancies by virtue of Section 111A of the Housing Act 1985, together with the council’s agreement with its tenants, that they are notified of variation of rent and other charges at least 28 days before the variation takes effect by service of a notice of variation. The report indicates the notice of variation will be served in time to comply with this requirement.
46. As noted at paragraph 34 of the report, the public sector equality duty (PSED) contained within section 149 of the Equality Act 2010 requires the council to have due regard in its decision-making processes 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; and
 - (c) Foster good relations between those who share a relevant characteristic and those that do not share it.
47. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The duty also applies to marriage and civil partnership, but only in relation to (a) above.
48. The council is required to act in accordance with the equality duty and have due regard to the duty when carrying out its functions, which includes making decisions in the current context. The cabinet must consider the report author’s reference to equalities considerations at paragraphs 34 – 37 of this report.

Strategic Director of Finance and Corporate Services

49. The financial implications arising from the various movements in expenditure/income on the HRA are covered within this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet agenda, 9 December 2014 (item 9)	160 Tooley Street London SE1 2QH	Paula Thornton Constitutional Team 020 7525 4395
Link: http://moderngov.southwark.gov.uk/documents/s50449/Report%20HRA%20Budget%202015-16%20Indicative.pdf		
Cabinet agenda, 9 December 2014 (item 8)	160 Tooley Street London SE1 2QH	Paula Thornton Constitutional Team 020 7525 4395
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?Cid=302&Mid=4865&Ver=4		
Medium-Term Resources Strategy 2014/15 – 2016/17	160 Tooley Street London SE1 2QH	Jennifer Seeley Deputy Director of Finance and Corporate Services 020 7525 0695
Link: http://www.southwark.gov.uk/download/downloads/id/10058/medium_term_resources_strategy_2014-15_to_2016-17		

APPENDICES

No.	Title
Appendix A	HRA Budget Movements 2014/15 to 2015/16
Appendix B	HRA Summary Savings and Income Generation Schedule 2015/16
Appendix C	HRA Expenditure and Income Budget 2015/16 Bubble Maps
Appendix D	HRA Revised Budget 2014/15 and Base Budget 2015/16
Appendix E	HRA Base Budget 2015/16 by Division
Appendix F	Results of consultation. To follow as separate document

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Cabinet Member for Housing	
Lead Officer	Duncan Whitfield, Strategic Director of Finance and Corporate Services	
Report Author	Ian Young, Departmental Finance Manager, Housing and Community Services	
Version	Final	
Dated	15 January 2015	
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	N/a	N/a
Date final report sent to Constitutional Team		15 January 2015

APPENDIX A – HRA BUDGET MOVEMENTS 2014/15 TO 2015/16

	Paragraphs	£m
Contributions and commitments:		
General inflation		2.4
Service commitments		2.2
Financing	20	3.7
Sub-total		8.3
Tenant rents and charges:		
Gross dwelling rent increase		(4.5)
Stockloss and void impact on dwelling rents		2.2
Target rent policy change	22 – 26	(0.3)
Tenant service charges	27	(0.2)
District heating	29	–
Thames Water increase	31	(0.5)
Sub-total		(3.3)
Other rents and charges:		
Garage rents	28	(0.1)
Leaseholder and other income streams		(5.4)
Sub-total		(5.5)
Redistribution:		
Increased support for Investment Programme		3.3
Planned Preventative Maintenance		2.6
Sub-total		5.9
DEFICIT/(SURPLUS) BEFORE EFFICIENCY SAVINGS		5.4
Efficiency savings:		
Savings identified	Appendix B	(5.4)
Sub-total		(5.4)
OVERALL NET DEFICIT/(SURPLUS)		0.0

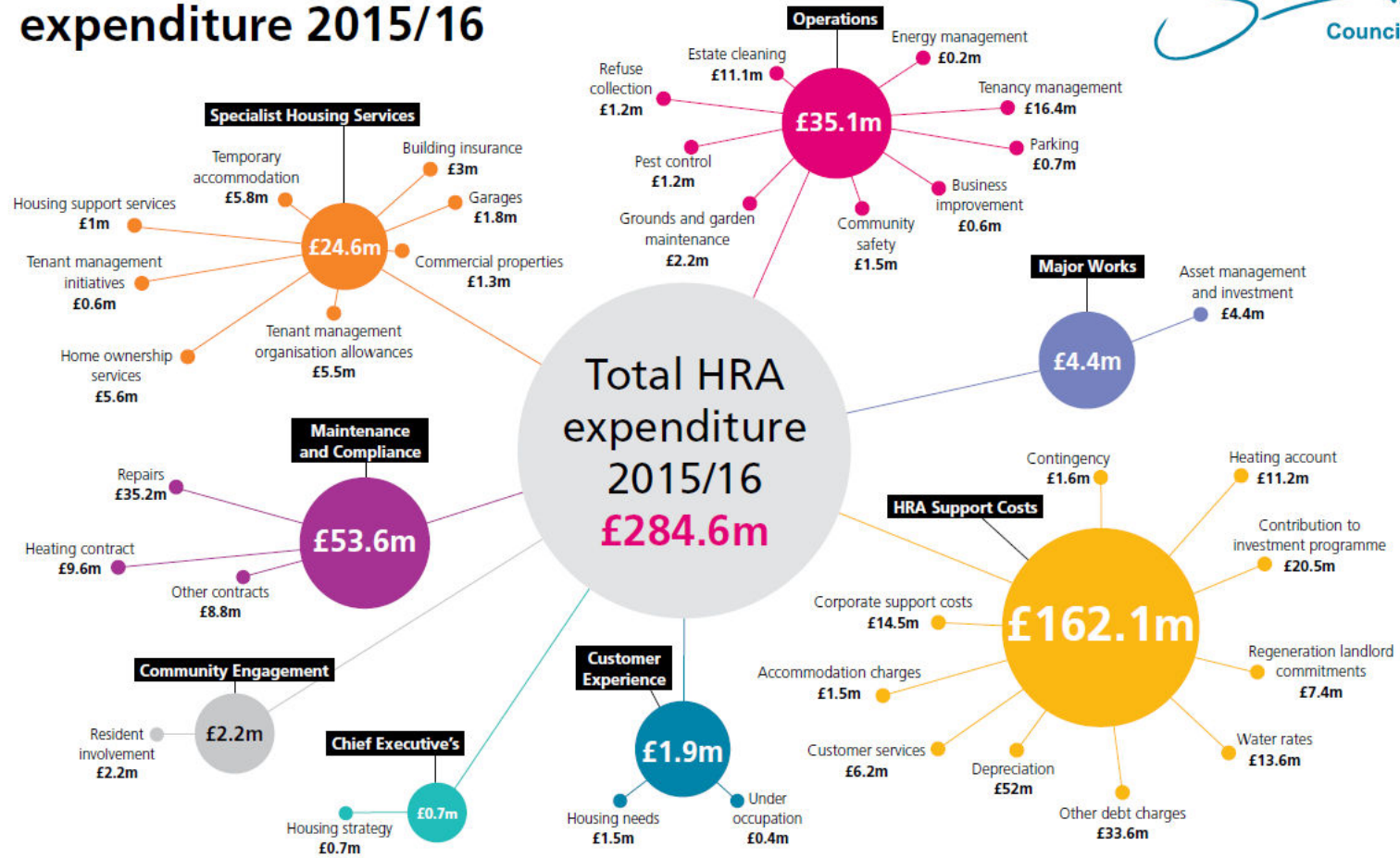
Note: where a paragraph for this report is not referenced above, further information may be obtained by reference to the cabinet report of 9 December 2014.

**APPENDIX B – HRA SUMMARY SAVINGS AND INCOME GENERATION SCHEDULE
2015/16**

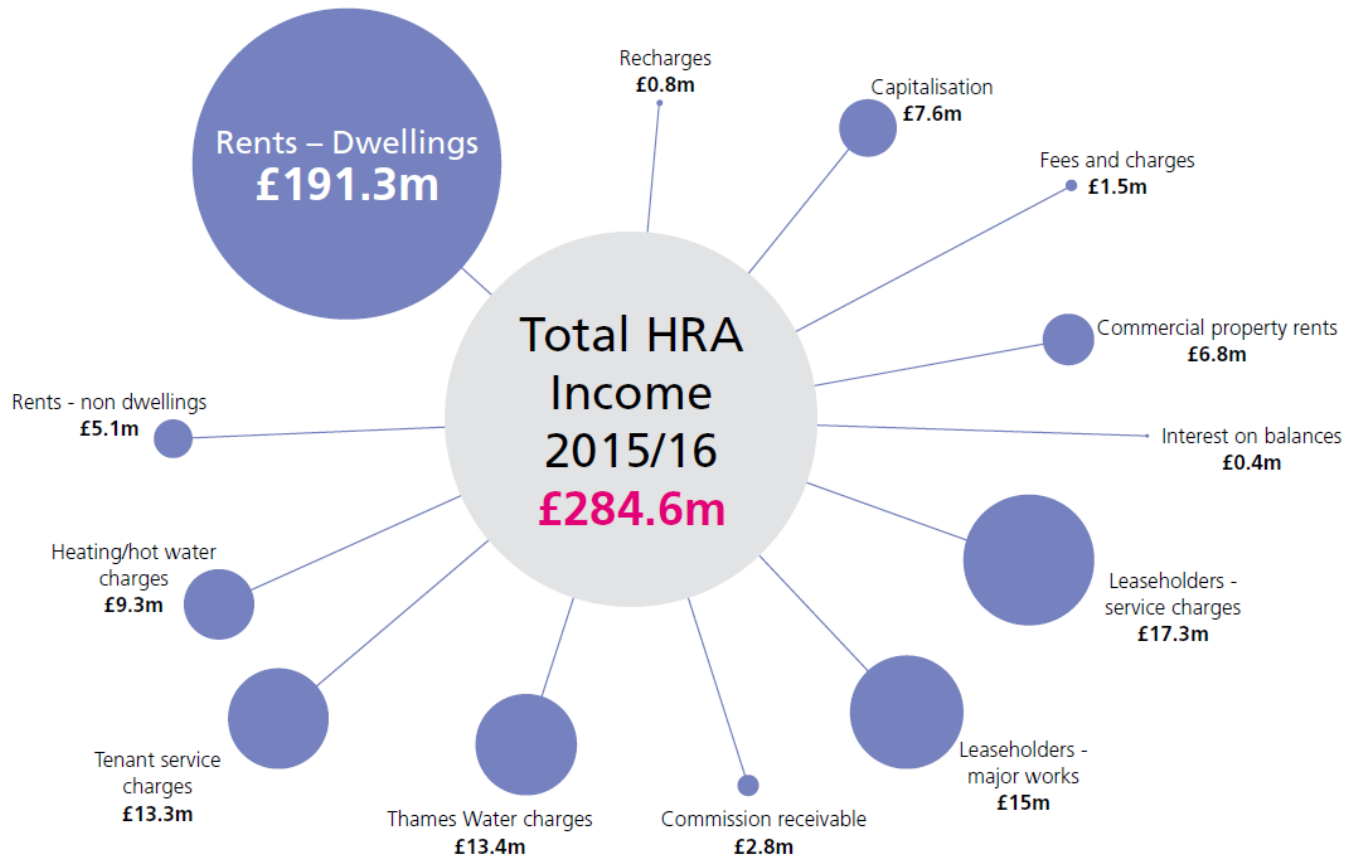
Division	Savings £'000	Income Generation £'000	Total £'000
Customer Experience:			
Increased use of on-line facilities and other efficiencies	(53)	–	(53)
	(53)	–	(53)
Corporate Services:			
Reduction in recruitment advertising/professional fees	(180)	–	(180)
Thames Water prior year stockloss adjustment	(187)	–	(187)
District Heating utility cost/volume reduction	(1,000)	–	(1,000)
Reduction in bad debt provision	(700)	–	(700)
Increased commercial property rents	–	(100)	(100)
	(2,067)	(100)	(2,167)
Specialist Housing Services:			
Estate void repair and maintenance reduction	(109)	–	(109)
Merging of SMART/Reablement manager posts (part GF)	(12)	–	(12)
Increased garage rents	–	(100)	(100)
Increased right-to-buy related fees	–	(300)	(300)
Increased charges for major works	–	(5,000)	(5,000)
	(121)	(5,400)	(5,521)
Community Engagement:			
TRA Halls reactive repairs	(75)	–	(75)
Operational running costs – Resident Involvement	(29)	–	(29)
	(104)	–	(104)
Maintenance and Compliance:			
Emergency lighting and electrical testing	(526)	–	(526)
Heating contract cost reductions	(500)	–	(500)
Tenant decorations – new voids standard	(100)	–	(100)
Professional fees	(150)	–	(150)
Building repair and maintenance contract savings	(981)	–	(981)
Efficiencies arising from improved contract management	(148)	–	(148)
	(2,405)	–	(2,405)
Operations:			
Reduction in temporary accommodation provision	(300)	–	(300)
CCTV costs excluded from HRA	(109)	–	(109)
Central training and mobile office cost efficiencies	(60)	–	(60)
Divisional process-related efficiencies	(243)	–	(243)
	(712)	–	(712)
TOTAL	(5,462)	(5,500)	(10,962)

APPENDIX C

Housing and community services expenditure 2015/16



Housing and community services income 2015/16



APPENDIX D – HRA REVISED BUDGET 2014/15 AND BASE BUDGET 2015/16

HOUSING REVENUE ACCOUNT	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	30,649	1,678	243	–	–	(514)	–	32,056
Running Costs	21,601	(896)	624	–	–	(844)	–	20,485
Thames Water Charges	13,402	531	–	–	–	(187)	–	13,746
Contingency/Contribution to Reserves	1,475	–	–	–	–	–	–	1,475
Grounds Maintenance/Estate Cleaning	14,633	290	–	–	–	–	–	14,923
Responsive Repairs/Heating Repairs	51,103	291	1,370	–	–	(2,217)	400	50,947
Heating Account	12,198	–	–	–	–	(1,000)	–	11,198
Contribution to Investment Programme	15,002	–	–	–	–	–	5,450	20,452
Landlord Commitments	7,400	–	–	–	–	–	–	7,400
Planned Maintenance	1,388	–	–	–	–	–	–	1,388
Corporate Support Costs/SLAs	21,449	532	20	–	–	–	–	22,001
Depreciation	51,269	–	–	719	–	–	–	51,988
Financing Costs	30,595	–	–	3,000	–	–	–	33,595
Tenant Man. Organisation Allowances	2,934	59	–	–	–	–	–	2,993
Sub-total	275,098	2,485	2,257	3,719	–	(4,762)	5,850	284,647
Income:								
Rents – Dwellings	(187,756)	–	–	–	(2,898)	(700)	–	(191,354)
Rents – Non-Dwellings	(4,968)	–	–	–	(100)	–	–	(5,068)
Heating/Hot Water Charges	(9,388)	–	–	–	111	–	–	(9,277)
Tenant Service Charges	(13,161)	–	–	–	(122)	–	–	(13,283)
Thames Water Charges	(13,148)	–	–	–	(339)	–	–	(13,487)
Commission Receivable	(2,718)	(91)	–	–	–	–	–	(2,809)
Leaseholders – Major Works	(10,000)	–	–	–	(5,000)	–	–	(15,000)
Leaseholders – Service Charges	(17,350)	–	–	–	–	–	–	(17,350)
Interest on Balances	(311)	(100)	–	–	–	–	–	(411)
Commercial Property Rents	(6,664)	–	–	–	(100)	–	–	(6,764)
Fees and Charges	(1,352)	(11)	–	–	(100)	–	–	(1,463)
Capitalisation	(7,487)	101	–	–	(200)	–	–	(7,586)
Recharges	(795)	–	–	–	–	–	–	(795)
Sub-total	(275,098)	(101)	–	–	(8,748)	(700)	–	(284,647)
TOTAL	0	2,384	2,257	3,719	(8,748)	(5,462)	5,850	0

APPENDIX E – HRA BASE BUDGET 2015/16 BY DIVISION

HOUSING REVENUE ACCOUNT	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Customer Experience	1,866	–	–	–	–	(53)	–	1,813
Finance and Corporate Services	159,027	115	–	3,719	–	(2,067)	5,450	166,244
Specialist Housing Services	(40,394)	222	1,053	–	(8,602)	(121)	–	(47,842)
Chief Executive's	601	14	–	–	–	–	–	615
Community Engagement	2,097	14	84	–	–	(104)	–	2,091
Maintenance and Compliance	48,536	1,221	1,120	–	–	(2,405)	400	48,872
Operations	(173,883)	518	–	–	(146)	(712)	–	(174,223)
Major Works and New Council Homes	2,150	280	–	–	–	–	–	2,430
TOTAL	0	2,384	2,257	3,719	(8,748)	(5,462)	5,850	0

CUSTOMER EXPERIENCE	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	1,339	(70)	–	–	–	–	–	1,269
Running Costs	567	70	–	–	–	(53)	–	584
Responsive Repairs/Heating Repairs	2	–	–	–	–	–	–	2
Corporate Support Costs/SLAs	33	–	–	–	–	–	–	33
Sub-total	1,941	–	–	–	–	(53)	–	1,888
Income:								
Recharges	(75)	–	–	–	–	–	–	(75)
Sub-total	(75)	–	–	–	–	–	–	(75)
TOTAL	1,866	–	–	–	–	(53)	–	1,813

FINANCE AND CORPORATE SERVICES	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	1,708	20	–	–	–	(100)	–	1,628
Running Costs	4,170	(836)	–	–	–	(80)	–	3,254
Thames Water Charges	13,286	531	–	–	–	(187)	–	13,630
Contingency/Contribution to Reserves	1,475	–	–	–	–	–	–	1,475
Heating Account	12,198	–	–	–	–	(1,000)	–	11,198
Contribution to Investment Programme	15,002	–	–	–	–	–	5,450	20,452
Landlord Commitments	7,400	–	–	–	–	–	–	7,400
Corporate Support Costs/SLAs	16,646	532	–	–	–	–	–	17,178
Depreciation	51,269	–	–	719	–	–	–	51,988
Financing Costs	30,555	–	–	3,000	–	–	–	33,555
Tenant Man. Organisation Allowances	272	59	–	–	–	–	–	331
Sub-total	153,981	306	–	3,719	–	(1,367)	5,450	162,089
Income:								
Rents – Dwellings	8,010	–	–	–	–	(700)	–	7,310
Commission Receivable	(2,298)	(91)	–	–	–	–	–	(2,389)
Interest on Balances	(136)	(100)	–	–	–	–	–	(236)
Recharges	(530)	–	–	–	–	–	–	(530)
Sub-total	5,046	(191)	–	–	–	(700)	–	4,155
TOTAL	159,027	115	–	3,719	–	(2,067)	5,450	166,244

SPECIALIST HOUSING SERVICES	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	6,473	321	159	–	–	(12)	–	6,941
Running Costs	3,301	(94)	624	–	–	–	–	3,831
Thames Water Charges	53	–	–	–	–	–	–	53
Grounds Maintenance/Estate Cleaning	116	–	–	–	–	–	–	116
Responsive Repairs/Heating Repairs	6,409	(5)	250	–	–	(109)	–	6,545
Planned Maintenance	378	–	–	–	–	–	–	378
Corporate Support Costs/SLAs	4,077	–	20	–	–	–	–	4,097
Financing Costs	40	–	–	–	–	–	–	40
Tenant Man. Organisation Allowances	2,662	–	–	–	–	–	–	2,662
Sub-total	23,509	222	1,053	–	–	(121)	–	24,663
Income:								
Rents – Dwellings	(19,484)	–	–	–	(2,658)	–	–	(22,142)
Rents – Non-Dwellings	(4,968)	–	–	–	(100)	–	–	(5,068)
Heating/Hot Water Charges	(970)	–	–	–	(132)	–	–	(1,102)
Tenant Service Charges	(1,994)	–	–	–	(157)	–	–	(2,151)
Thames Water Charges	(1,020)	–	–	–	(155)	–	–	(1,175)
Commission Receivable	(420)	–	–	–	–	–	–	(420)
Leaseholders – Major Works	(10,000)	–	–	–	(5,000)	–	–	(15,000)
Leaseholders – Service Charges	(17,350)	–	–	–	–	–	–	(17,350)
Interest on Balances	(175)	–	–	–	–	–	–	(175)
Commercial Property Rents	(6,664)	–	–	–	(100)	–	–	(6,764)
Fees and Charges	(128)	–	–	–	(100)	–	–	(228)
Capitalisation	(540)	–	–	–	(200)	–	–	(740)
Recharges	(190)	–	–	–	–	–	–	(190)
Sub-total	(63,903)	–	–	–	(8,602)	–	–	(72,505)
TOTAL	(40,394)	222	1,053	–	(8,602)	(121)	–	(47,842)

CHIEF EXECUTIVE'S	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	625	25	–	–	–	–	–	650
Running Costs	17	–	–	–	–	–	–	17
Corporate Support Costs/SLAs	1	–	–	–	–	–	–	1
Sub-total	643	25	–	–	–	–	–	668
Income:								
Capitalisation	(42)	(11)	–	–	–	–	–	(53)
Sub-total	(42)	(11)	–	–	–	–	–	(53)
TOTAL	601	14	–	–	–	–	–	615

COMMUNITY ENGAGEMENT	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	949	(3)	84	–	–	(9)	–	1,021
Running Costs	844	17	–	–	–	(95)	–	766
Responsive Repairs/Heating Repairs	365	–	–	–	–	–	–	365
Sub-total	2,158	14	84	–	–	(104)	–	2,152
Income:								
Fees and Charges	(10)	–	–	–	–	–	–	(10)
Capitalisation	(51)	–	–	–	–	–	–	(51)
Sub-total	(61)	–	–	–	–	–	–	(61)
TOTAL	2,097	14	84	–	–	(104)	–	2,091

MAINTENANCE AND COMPLIANCE	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	6,050	1,054	–	–	–	(148)	–	6,956
Running Costs	2,282	5	–	–	–	(150)	–	2,137
Responsive Repairs/Heating Repairs	44,183	296	1,120	–	–	(2,107)	400	43,892
Corporate Support Costs/SLAs	678	–	–	–	–	–	–	678
Sub-total	53,193	1,355	1,120	–	–	(2,405)	400	53,663
Income:								
Fees and Charges	(35)	–	–	–	–	–	–	(35)
Capitalisation	(4,622)	(134)	–	–	–	–	–	(4,756)
Sub-total	(4,657)	(134)	–	–	–	–	–	(4,791)
TOTAL	48,536	1,221	1,120	–	–	(2,405)	400	48,872

OPERATIONS	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	10,481	297	–	–	–	(245)	–	10,533
Running Costs	10,068	(58)	–	–	–	(466)	–	9,544
Thames Water Charges	63	–	–	–	–	–	–	63
Grounds Maintenance/Estate Cleaning	14,517	290	–	–	–	–	–	14,807
Responsive Repairs/Heating Repairs	144	–	–	–	–	(1)	–	143
Corporate Support Costs/SLAs	9	–	–	–	–	–	–	9
Sub-total	35,282	529	–	–	–	(712)	–	35,099
Income:								
Rents – Dwellings	(176,282)	–	–	–	(240)	–	–	(176,522)
Heating/Hot Water Charges	(8,418)	–	–	–	243	–	–	(8,175)
Tenant Service Charges	(11,167)	–	–	–	35	–	–	(11,132)
Thames Water Charges	(12,128)	–	–	–	(184)	–	–	(12,312)
Fees and Charges	(1,170)	(11)	–	–	–	–	–	(1,181)
Sub-total	(209,165)	(11)	–	–	(146)	–	–	(209,322)
TOTAL	(173,883)	518	–	–	(146)	(712)	–	(174,223)

MAJOR WORKS AND NEW COUNCIL HOME DELIVERY	2014/15	Inflation	Commits	Financing	Rents & Income Gen.	Savings	Redist.	2015/16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:								
Employees	3,024	34	-	-	-	-	-	3,058
Running Costs	352	-	-	-	-	-	-	352
Planned Maintenance	1,010	-	-	-	-	-	-	1,010
Corporate Support Costs/SLAs	5	-	-	-	-	-	-	5
Sub-total	4,391	34	-	-	-	-	-	4,425
Income:								
Fees and Charges	(9)	-	-	-	-	-	-	(9)
Capitalisation	(2,232)	246	-	-	-	-	-	(1,986)
Sub-total	(2,241)	246	-	-	-	-	-	(1,995)
TOTAL	2,150	280	-	-	-	-	-	2,430

Item No. 14.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Southwark Regeneration in Partnership Programme	
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

To help meet the housing needs of Southwark's residents this report sets out a programme of delivering new homes, of all kinds, through a new 'Southwark Regeneration in Partnership Programme'. This will deliver new homes as well as facilities for the public good, including improved Adult Social Care facilities, new education facilities, and new GP surgeries. In addition, these schemes will compliment the on going regeneration of our borough including improving public spaces, streetscape and linkages for pedestrians and cyclists.

This report sets out how the council will package under utilised or redundant sites to create new opportunities for inward investment. By working in partnership with developers, this programme will enable the council to make more efficient use of sites (such as taking advantage of opportunities in adjoining sites, including those not in council ownership), to capitalise on their value and utility to maximise regeneration outcomes for our residents.

The homes delivered through this partnership will be a third for social rent, a third intermediate and a third for private sale. The social rented homes will be retained by the council and will be let at council rents and will contribute to the council's target of delivering 1,500 new council homes by 2018. The sale of the private homes will help subsidise the new council properties and other facilities. The criteria for the intermediate homes will be reviewed to help maintain a balance of Southwark's population, so that those who do not qualify for social housing but cannot afford to buy a home will not be forced out of the borough. To this end a variety of intermediate options will be considered, including different forms of low cost home ownership.

RECOMMENDATIONS

That the Cabinet:

1. Agrees to the development of the proposed 'Southwark Regeneration in Partnership' programme.
2. Notes that an upfront budget for site investigations, feasibility studies, surveys and option appraisals will be funded from regeneration and development reserves, on the basis that it will be repaid back into the reserve through realisation of the various developments.
3. Notes the proposed delivery timetable.

4. Notes that a further report will be submitted to cabinet in summer 2015, seeking approval to specific proposals for procurement.

BACKGROUND INFORMATION

5. In July 2014, the council renewed its pledge to deliver a fairer future for all in Southwark in a set of 10 new fairer future promises as well as specific commitments, some of which include:
 - Deliver value for money across all services
 - Build more quality affordable homes of every kind across the borough
 - Become an age friendly borough
 - Improve standards across schools
 - Provide enough places to offer young people and families, including those who are vulnerable, the right support
 - Revitalise neighbourhoods
 - Support local people into work.
6. These promises are recognition of the need for new supply whilst improving existing housing, educational and health provision across the borough. This programme has the potential to make a significant contribution to that objective.
7. The New Southwark Plan is being prepared in consultation with residents, land owners, developers, employers, local organisations and other groups over the next two to three years. It will set out the strategy to bring the full benefits and opportunities of regeneration to all Southwark's residents.
8. The overall objective is to develop a range of regeneration programmes in line with the Plan to revitalise our neighbourhoods, making them places in which we can all be proud to live and work and to build more quality affordable homes of every kind.
9. A move towards more efficient and higher quality provision must be considered against the financial constraints faced by the council as it prepares for further reduction in our funding from central government. This comes on top of savings of around £90m the council has had to make in the three years to March 2014. As such, the council is exploring ways it can continue to deliver value for money for residents and businesses by making even better use of its resources.
10. The council holds significant assets and sites and there will be opportunities to work with developers to achieve the best possible outcome for our residents and to enhance their long term value. This is already occurring on individual sites and regeneration areas and the council has a strong track record of attracting private sector investment to secure better outcomes for the local community.
11. This report sets out Regeneration's aims and objectives for the 'Southwark Regeneration in Partnership' programme to identify a number of council owned sites of varying size and development potential, which would be packaged to create viable opportunities for development and regeneration. These sites could be developed for a range of mixed use schemes, including housing that would maximise the utility and value of these assets by leveraging in the investment and expertise of established developers through a joint partnership.
12. The programme will enable more efficient use of assets, deliver more quality homes of every kind and create new opportunities to enhance the quality of

service provision and maximise value of council buildings across the borough, through partnership working with developers and registered providers.

KEY ISSUES FOR CONSIDERATION

Project Objectives

13. To maximise and enhance the utility, value and quality of council-owned land and buildings.

Benefits

14. By improving the quality and maximising the utility of council buildings, the programme will revitalise communities and neighbourhoods and enable improved service provision.
15. By delivering more homes of every kind across the borough (including social rent, intermediate and private sale) the programme will enable more mixed and balanced communities and address the housing need of the various groups and communities in the borough.
16. Moreover, as the social rent units will be retained as council homes, they will count towards the council's pledge of 11,000 new council homes by 2043 (in addition to the homes delivered by the Direct Delivery team).

Quality

17. Ensuring quality is a key driver and a partnership approach means the council will be able to direct the quality outcomes of the programme. To this end, officers have commissioned a housing design and specification guide and will seek to ensure that the assets created through the programme have regenerative value by building new facilities and homes that:
 - 1) are not only fit for purpose but future proofed and flexible;
 - 2) are high quality, well integrated, and geared to their management and maintenance as long term assets;
 - 3) create interesting and aspirational places that communities will be proud of;
 - 4) encourage and enable better community engagement and service provision.

Timescale

18. The aim of the programme is to engage the investment and expertise in the market to achieve efficiency that will expedite delivery – this includes aiming to deliver a critical mass of new council homes by 2018 to count towards the 1,500 homes target. As such the programme will:
 - 1) seek to use expedient procurement approaches, such as the GLA's developer framework, to select development partners.
 - 2) phase delivery to enable start on site of "quick win" sites by summer 2016.

Costs

19. The aim is to leverage in private investment to achieve value for money, reduce the council's outlay and minimise financial risks whilst maximising the value of the council's assets and its return on investment. The appraisal of the programme's viability will be based on the following assumptions:
- 1) there will be no net capital costs to the council at completion;
 - 2) that the council will either defer the value of its land or accept a residual value (i.e. gross land value less development costs);
 - 3) the development costs for social rent and council facilities will either be:
 - i. entirely cross-subsidised from private sale and land value (i.e. at nil upfront cost to the council) or
 - ii. partially funded by the council;
 - 4) the council's profit share will be based on 50% of GDV (gross development value);
 - 5) the council will retain the freehold;
 - 6) all social rent units will be council homes - rents and service charges will be in line with Direct Delivery terms;

Deliverables

20. The Southwark Regeneration in Partnership programme's key deliverables:
1. To deliver/re-provide:
 - High quality homes of every kind
 - Improved Adult Social Care facilities
 - New teacher training facility
 - Improved schools where linked to development opportunities
 - New GP surgeries where supported and approved by NHS England and the CCG (Clinical Commissioning Group)
 - New community facilities
 - New hostels and other supported housing
 - Improved streetscapes and permeability
 - Employment and training opportunities.
 2. In relation to the housing element, the aim is to deliver a mix of council homes, intermediate and private across each package with the critical mass of council homes completed by 2018 (to count towards the 1,500 home target). As such:
 - a. a majority of council homes will need to be front-loaded on the programme as stand-alone sites but will be deliverable through the overall financial model.
 - b. additional funding from the Affordable Housing Fund and/or Recycled Capital Receipts may be required. Otherwise, the expectation would be that our development partners deliver the social rent units at nil cost to the council.

3. Deliver high quality and fit-for-purpose public buildings at good value.
4. Achieve a net gain on completion of sales through a profit sharing or overage agreement with our development partners.

Scope and Exclusion

21. The programme will consider council owned land and buildings where efficiencies can be achieved through redevelopment. Excluded from the programme will be infill development on housing estate land.
22. While the social rent units will count towards the 11,000 new homes pledge and will be delivered on the same quality assumptions as direct delivery, they are not part of the direct delivery programme, i.e. they will be delivered through a different vehicle based on commercial opportunities and constraints.
23. There is also scope to consider opportunities to redevelop private sites in partnership with registered providers or developers; either as part of a site assembly to achieve area regeneration or on an ad hoc basis.

Constraints and Assumptions

24. In order to achieve start on site by summer 2016, the council will need to take the development risk of achieving planning consent and undertaking enabling works (including, where necessary, demolition) on identified quick win sites before a development partner(s) is in place.
25. Some sites will need CPOs in order to achieve vacant possession. Vacant possession on some sites may have other dependencies outside of programme control. Some sites will require appropriation and Secretary of State consent to redevelop and repurpose.
26. The mix of housing to be delivered on a range of tenures with possible mixes of a third social rent, a third intermediate and a third private sale.
27. Where existing services or community facilities need to be re-provided, new provision will be delivered first before the services and facilities are decanted. However, commercial leaseholders may need to be decanted elsewhere with the option to return.

Delivery Approach

28. Officers have identified the sites listed below as having the potential for regeneration through a partnership approach:
 - Albion Street Library and Civic Centre
 - Albion Street Health Centre site
 - Braganza Street Workshops
 - Copeland Road car park
 - Manor Place Shops.
29. It is expected that this list will grow to enable at least two lots of a minimum of 300 units. To achieve this, officers will consider sites held in education, health, housing and adult social care where current uses can be integrated with housing

delivery or relocated. The main delivery route will be through a joint partnership arrangement with major developers

30. However, where it is appropriate and beneficial, the council will also enter into partnership arrangements with smaller developers and/or registered providers to redevelop sites, either not in council ownership or where marriage-values can be achieved, on an ad hoc basis.
31. Preliminary works will need to be undertaken to assess viability of these sites and any additional ones that are identified. Works will include:
 1. feasibility studies and initial design proposals to Stage 2 (and Stage 3 where appropriate),
 2. full surveys and planning surveys with specialist planning advice as required,
 3. valuations and development appraisals
 4. legal advice
 - title searches
 - drafting a Development Agreement or amending standard form agreements.
32. Officers will explore procurement approaches such as OJEU, the use of existing procurement models such the council's Local Education Partnership (LEP) and established frameworks such as the GLA London Development Panel (see below) and a formal joint venture.
33. The GLA London Development Panel framework has 25 developers (many of whom already work in Southwark) who have already gone through the pre qualification checking process. The LDP framework is the greater London version of the national Housing and Communities Agencies (HCA) framework. It supports the building of new public sector facilities and housing led mixed use developments, on land owned by the public sector. The LDP is made up of all the main developers, both registered providers and contractors; it is the main framework for London and is operational. It includes a standard form Development Partnership Agreement.
34. As part of the preliminary works, procurement proposals would be finalised with a view of procuring a development partner(s) in the summer of 2015, following a report back to cabinet. This will be with the benefit of soft market testing and consultation with other local authorities building on best practice.

Project Management and Governance Structure

35. A development partnership or joint venture agreement will be implemented that clearly sets out the roles and responsibilities of the council and its development partner. At a strategic level the programme will be overseen by a Project Board. Operationally, project coordinators will be responsible for day to day management and monitoring of the individual projects. The Housing Regeneration Manager responsible for the delivery of the overall programme, under the management of the Head of Regeneration, Capital works, will be responsible for ensuring that the programme is adequately resourced and coordinated to deliver its objectives and procured efficiently and effectively in accordance with best practice for major projects procurement.

Consultation Strategy

36. A robust consultation programme with all relevant stakeholders will be developed and implemented, that takes into account, the views of all residents as well as engaging with those that live in the vicinity of any new development site. Community engagement will be inclusive, open and accessible to all.
37. A project group composed of inter-departmental stakeholders will be established to ensure full buy-in and cooperation in achieving programme objectives. This group will also help shape site specific requirements.
38. Officers will also engage the market through soft market testing events to guarantee the package(s) that is tendered is attractive enough to ensure sufficient competitive tension to achieve programme aims.

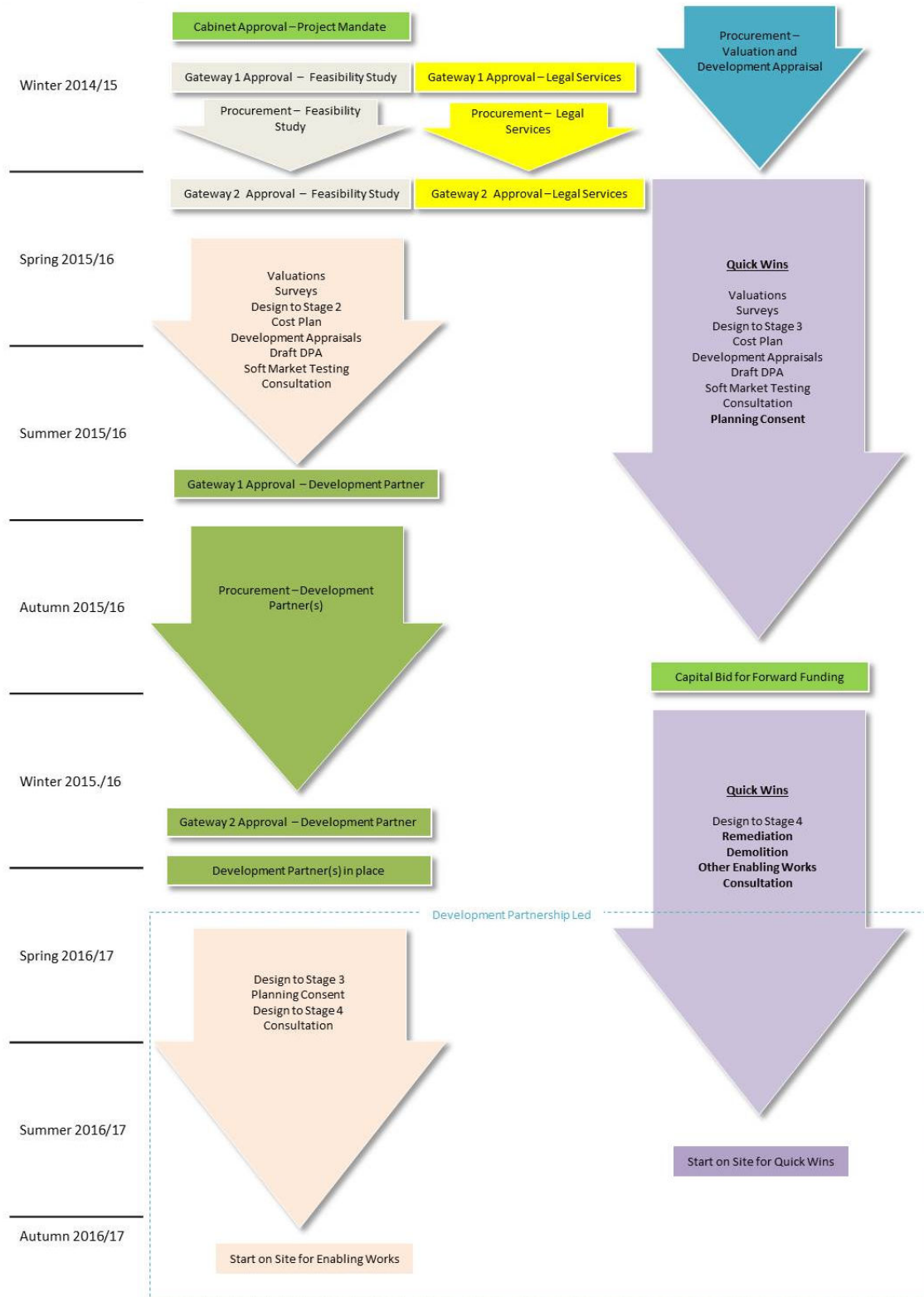
Quality Management Strategy

39. A detailed quality management strategy will be developed and implemented in consultation with the relevant stakeholders. As outlined above, quality is a key driver and the development partner would be expected to sign up to the strategy.

Risk Management Strategy

40. As with any development programme, there will be practical risks and officers will develop and implement mechanisms to manage those risks. The development partner procurement route is a means of addressing financial and delivery risks associated with large scale developments.
41. The programme will align itself to the council's corporate risk management strategy. Risk will be categorised under the following areas and risk management will be facilitated via risk workshops:
 - Financial
 - Legal & Regulatory
 - Operational
 - Staffing & Culture
 - Reputational.

Indicative Project Plan (Pre-construction)



Financial implications

- It is anticipated that initial start up funding of up to £1.5m will be required in order to bring detailed proposals to Cabinet in summer 2015. This will be funded from regeneration and development reserves on the basis that it will be repaid into the

reserve through realisation of the various developments.

Investment implications

43. There is uncommitted balance of £4.1m in regeneration and development reserve code ZR003. Therefore, costs associated with this proposal can be contained within this available balance.

Policy implications

44. The programme has been shaped by the promises and commitments made in the Council Plan, such as building more quality affordable homes of every kind and revitalising our neighbourhoods making them places in which we can all be proud to live and work.
45. The development plan for the borough consists of the Mayor's London Plan, the Core Strategy 2011, the Southwark Plan policies, the Aylesbury Area Action Plan, the Peckham and Nunhead Area Action Plan and a revised Canada Water Area Action Plan.
46. The New Southwark Plan is being prepared in consultation with residents, land owners, developers, employers, local organisations and other groups over the next two to three years, having commenced in October 2014. This New Southwark Plan will set out the strategy to bring the full benefits and opportunities of regeneration to all Southwark's residents.

Community impact statement

47. A community impact statement will be collated to capture community priorities, issues and needs, in particular groups displaced or impacted by the development proposal. It is proposed that the community impact statement will focus on two distinctive communities:
- geographical communities - people living, accessing or working close to the development.
 - community of identity – groups that share characteristics such as the older people, minority ethnic groups, faith groups, people with disabilities and young people, etc.
48. Indicative groups we seek to consult and assess with will be service users, internal stakeholders and affected businesses.
49. Officers will conduct an equalities impact assessment to ensure that there is no disproportionate or discriminatory impact on groups with protected characteristics.
50. Under the Equality Act 2010's Public Sector Equality Duty (PSED), as a public body we must have due regard to the need to:
- 1) Eliminate unlawful discrimination, harassment and victimisation
 - 2) Advance equality of opportunity between different groups
 - 3) Foster good relations between different group.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

51. This report covers progress on the continuing investigations into sites within the Borough which are owned by the council where there exist opportunities for development and regeneration. The intention is to explore the use of these sites so that they may, if appropriate, be used as contributors towards the target of 11,000 council homes by 2043.
52. Paragraph 22 of the report refers to the possibility of some sites being subject to compulsory purchase orders and others to obtaining consent from the secretary of state. These requirements will need to be analysed as each site is brought forward and 5 locations are identified at paragraph 27 where a due diligence process will be carried out in each case.
53. The report anticipates that a more detailed report will be submitted to Cabinet in the summer 2015. At this stage, there are no legal issues arising in relation to the matters raised but it is likely that there will be a variety of matters which require legal consideration as the project develops.

Strategic Director of Finance and Corporate Services (FC/13/001)

54. This report recommends, amongst other things, that the Cabinet agrees to the development of the proposed Southwark Regeneration Partnership programme; notes the requirement for upfront funding and the need for a further report, seeking approval for procurement proposals, to be submitted to Cabinet in Summer 2015.
55. The Strategic Director of Finance and Corporate Services notes the financial implications contained in the body of this report. Officer time to effect the recommendations will be contained within the existing budgeted resources.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Cabinet Member for Regeneration, Planning and Transport	
Lead Officer	Stephen Platts, Director of Regeneration	
Report Author	Diana Hall, Project Co-ordinator	
Version	Final	
Dated	15 January 2015	
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
Date final report sent to Constitutional Team		15 January 2015

Item No. 15.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Southwark's Housing Strategy to 2043	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John, Leader of the Council	

FOREWORD – COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

This report sets out Southwark's first long-term housing strategy. Looking over the next 30 years it is probably the first genuine attempt to develop a long-term housing plan in London for many years. But the challenges which we face are huge and it is vital that we and others across London develop a specific plan to address the chronic shortage of all types of housing which is blighting the lives of too many Londoners.

There is an urgent need for new housing in London – particularly quality affordable housing – and in Southwark we are leading the way in delivering new homes. But we cannot provide the answer for London, and all 33 London local authorities must play their part in developing a coherent and deliverable solution.

This strategy builds on the strong foundations we developed through the work of the Independent Housing Commission chaired by Jan Luba QC, and the subsequent community conversation on the future of council housing – the most extensive engagement exercise ever undertaken by a council.

But this strategy is not just about council homes. We have particular concerns about conditions in parts of the private rented sector ('PRS') and this is why we are currently consulting on the introduction of licensing for private landlords across the borough. The consultation closes on 14 March 2015. And we know that we need more homes of every type and every tenure to meet the massive demand for housing in Southwark.

The commitments and actions proposed within this strategy are cross-cutting – working across all cabinet portfolios to ensure that they are delivered. These range from the opportunities to build new homes through Section 106 planning agreements, to promoting better public health by ensuring that all of our council homes are Warm, Dry and Safe, to being more than a landlord and offering support to help people into work so that they are able to make choices about the type of housing that they want.

It is a “one council” plan – shaped by and with the emerging Southwark Plan, links to our economic wellbeing strategy, our plans around public health, community safety, the children and young people's plan and the wider environment as we push for more energy efficient homes.

And it is a “one borough” plan – not just being about housing as bricks and mortar and buildings, but about quality homes of all tenure; homes which put people first as we work with developers, housing associations, the voluntary sector, the police, the health service and others to support individuals and families to live independent, active and healthy lives.

Most of all it rests on our pride in being a landlord in a borough which our residents are

proud to call home. It is a strategy which puts rights and responsibilities at its heart and sets us a challenge to continue to build on service improvements and demand even higher standards in the years to come.

RECOMMENDATIONS

1. That the cabinet approves Southwark's Housing Strategy to 2043 (Appendix 1).
2. That cabinet notes the single page summary of the Housing Strategy to 2043 (Appendix 2).
3. That cabinet notes that implementation plans will be developed collaboratively across all council services and with our private, public and third sector partners.

BACKGROUND INFORMATION

4. In 2011 Southwark Council began a process of looking at the future of council housing in the borough. The cabinet agreed to set up a commission, independent of council influence, to explore options for the future financing, ownership and operation of Southwark's housing stock beyond 2015/16. That work was completed in October 2012.
5. The Independent Housing Commission's work was followed by a very extensive engagement with residents on the future of council housing in Southwark. In total there were over 80 different key events, activities or other ways of engaging. This included engagement at area housing forums, tenant council, homeowners' council, community councils, and other meetings. It also included engagement targeted at young people including work with a local youth radio station, and on the housing needs of older people. There were also community conversations, led by councillors, in a variety of locations across the borough.
6. In July 2013 the report on the outcome of this community conversation was considered by cabinet. Cabinet restated the council's commitment to council housing as a long term community asset to the benefit of Southwark residents, and ruled out any wholesale or large-scale transfer of its stock to another provider. It also recommended that the council should provide as many homes that are as genuinely affordable as possible and look creatively at different options for financing these homes. At the same cabinet meeting, the leader of the council set the target of building 11,000 new council homes by 2043. Cabinet also agreed an action "to review the council's housing strategy across all tenures and sectors, having regard to the detailed assessment of the council's own stock."
7. In January 2014 cabinet agreed the vision for a new housing strategy and plans for developing a new borough-wide housing strategy for Southwark. The vision emerged from the extensive community conversations on the future of council housing following publication of the Housing Commission's report. The housing strategy describes the key housing issues in the borough and the council's priorities and commitments for tackling these over the life of the strategy. It covers housing across all tenures (both public and private sector housing).
8. The housing strategy sits alongside the council's planning policies, most notably the Core Strategy and the New Southwark Plan, which the council is currently consulting on and which will replace the Core Strategy. This will set out a

development strategy for the next 15 years. It will set out both strategic and detailed planning policies. This will be subject to an extensive statutory consultation exercise. The timetable for completion of the New Southwark Plan is late 2017. Officers have been working together to ensure the two documents are and will continue to be consistent. The housing strategy will set the key strategic direction for housing which will also be reflected in the New Southwark Plan. The more detailed housing targets and other further housing planning details will be included in the New Southwark Plan.

9. The July 2014 cabinet report “Next Steps on Developing Long Term Plans for the Delivery of New Council Homes” established a clear direction of travel for the delivery of both new council homes and investment in the existing housing stock, key components of the housing vision. The October 2014 cabinet report “New Southwark Plan – Issues and options” also contributed to establishing the housing strategic vision. The council’s plans for improvements to the private rented sector in the borough are also well underway.
10. Agreement of the housing strategy will provide a clear policy statement to support the ongoing delivery of the Fairer Future promise to deliver 11,000 new homes, and the other commitments in the housing strategy vision.
11. All London boroughs’ housing strategies and housing policies have to be in general conformity with the Mayor of London’s Housing Strategy and London Plan. The Southwark Housing Strategy has taken account of the objectives in the Mayor’s London housing strategy .officers at the Greater London Authority (GLA) have confirmed that they are very supportive of our strategy but also made some useful suggestions for our consideration. Some of these have been included in the final draft, while others such as suggestions around wheelchair housing will be taken as part of the implementation of the strategy.

Consultation and engagement on Southwark’s housing strategy

12. The housing strategy has emerged and been shaped by a number of engagement exercises over the last few years. The process started in 2011 when cabinet recognised the need for a long-term strategy for the council’s housing stock and established the independent Housing Commission to make recommendations for an investment strategy for the housing stock for thirty years. The commission consulted widely in developing its proposals. The strategy has also been shaped by the following:
 - The extensive community conversation conducted by the council on the future of council housing in Southwark (as detailed in paragraph 5).
 - Three focus groups in February 2014 which were undertaken by Cobweb consultancy on behalf of the South East Housing Partnership (including Southwark), with representatives from housing associations, developers, private landlords, local authorities, voluntary, health/social care and homelessness sectors. These were part of the Strategic Housing Market Assessment (SHMA) of the South East London Housing market.
 - The ongoing extensive consultation on the development of 11,000 new council homes. As part of this, over 2,000 responses were received on the consultation on the Charter of Principles as detailed in the November 2014 cabinet report “Update on Consultation and Plans for the Delivery of 11,000 New Homes”.

13. Following these consultations there was a very clear direction from residents and other stakeholders about the future of housing in the borough. While some of the consultation had focused on the future of council housing, it had also taken account of other tenures. Many residents expressed views about other forms of housing in Southwark, including concerns about the high cost of renting privately, young people having to move out of the borough to find housing, and a need for more shared ownership options.
14. As a very clear direction was already emerging, it was decided to focus any subsequent engagement on areas not covered by the community conversation. These were considered to be with housing associations, developers, and private sector landlords. A workshop was held with housing associations and developers, and a meeting took place with the Private Landlords Forum to capture their views. In addition, key external stakeholders including representatives from Southwark Legal Advice Network, and Community Action Southwark were invited to a cross council officer consultation event. Meetings also took place with the Futures Steering Board. Further engagement took place through the annual Tenant Conference. The strategy was also discussed at the Forum for Equalities and Human Rights (FEHRS).
15. Cabinet agreement of this housing strategy is not the end of the consultation and engagement process. Some of the commitments in the housing strategy will require further continued consultation and engagement. Key examples of this include:
 - The on-going consultation on the delivery of the 11,000 new council homes. The December cabinet Report "Update on the Proposed Pipeline for the Delivery of 1,500 New Council Homes by 2018" (paragraph 90) sets out the stages and phases of the consultation going forward. The next phase is consultation on the borough-wide principles, followed by estate-by-estate engagement, leading to engagement with local residents around involvement in management of new homes.
 - The consultation on introducing a private sector licensing scheme, which closes on 14 March 2015.
 - Engagement with advice and voluntary sector partners via the Council's Homelessness Forum on the development of a new homelessness and rough sleeping action plan.
16. The council will continue to engage with partners to develop implementation plans, collaboratively across all council services and with our private, public and third sector partners. Given the length of time the strategy covers, there will be actions and impact which cannot be anticipated or will be subject to change. It is therefore essential that there is ongoing engagement between the council and our key partners on its delivery. This ongoing engagement will also allow us to continue to consider broader equality impacts, including appropriate assessment and review.

Evidence base for the housing strategy

17. The housing strategy has been informed by a variety of data. In June 2014 work on the South East London Strategic Housing Market Assessment (SHMA) was finalised. This found that Southwark has an estimated net additional dwelling requirement equating to 1,650 new homes each year, of which 799 need to be affordable housing units (over the 2011-2031 period). In December 2014 the

sub-regional report on the lower quartile private rented sector was finalised, which revealed a number of issues with how the sector is operating. Other data has been used to inform the strategy including census data, and the council's internal data on homelessness and the housing register. A summary of this data is included at the end of the strategy. Southwark's housing data is available online at www.southwark.gov.uk/housingstrategy.

KEY ISSUES FOR CONSIDERATION

18. Southwark's Housing Strategy to 2043 is attached as Appendix 1. It is our first long term housing strategy. It is also our first age-friendly housing strategy.
19. The housing strategy provides a detailed narrative about the housing challenges in Southwark, our ambitions, and more information about how we will deliver our commitments over the duration of the strategy.
20. The strategy has been designed from the principles and commitments that were agreed by cabinet in January 2014 in the report "Vision for a new housing strategy for Southwark." The vision consists of four key principles. Each principle is underpinned by key commitments which summarise the steps required to deliver on the principles over the duration of the strategy. These are set out below:

Principle 1 – We will use every tool at our disposal to increase the supply of all kinds of homes across Southwark.

- Building 11,000 new council homes for rent, and hundreds more to be made available on a shared ownership basis.
- Creating a new Southwark Plan and getting the most from regeneration opportunities to encourage and support housing growth across all tenures.
- Delivering a mix of homes, of different types and sizes, which are accessible and respond to people's changing needs over time, through direct provision and in partnership with housing associations.
- Ensuring a supply of new homes which are affordable to people on a range of incomes, through our major regeneration schemes in the Elephant & Castle, Aylesbury Estate, Canada Water and beyond.
- Seeking opportunities to work in partnership with the private sector to develop good quality, well managed privately owned and rented homes.

Principle 2 – We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.

- Delivering the successor to our "warm, dry and safe" housing investment programme to make all our council homes fully fit for the twenty first century.
- Using our powers as the local planning authority to ensure that all new homes, regardless of ownership, are built to high standards of quality and design.
- Implementing a licensing and accreditation scheme for private landlords to drive up standards and reward good practice in the sector.
- Encouraging private landlords to offer greater security, certainty and stability for their tenants, especially families with children.
- Taking tough enforcement action against rogue landlords and letting agencies.

Principle 3 – We will support and encourage all residents to take pride and responsibility in their homes and local area.

- Enabling council tenants and homeowners to take greater control over their local housing services, and supporting the development of tenant management organisations.
- Working with local housing associations to promote resident involvement and a more consistent Southwark wide service standard.
- Providing advice and assistance to private landlords and tenants on their respective rights and responsibilities.
- Working in partnership with local residents to tackle antisocial behaviour where it blights neighbourhoods and people's lives.
- Providing advice to private leaseholders on their options including the right to manage their blocks or estates.

Principle 4 – We will help vulnerable individuals and families to meet their housing needs and live as independently as possible.

- Building lifetime homes, delivering extra care housing, exploring other specialist housing options for older people, and adapting properties to enable older and disabled residents to live independently as long as possible in their communities
- Providing incentives and opportunities for under-occupiers in social housing to downsize, releasing larger homes to help reduce overcrowding.
- Being 'more than a landlord' by connecting residents to the services and support they need across health, education, training, and employment, especially those facing particular barriers and less able to help themselves.
- Preventing homelessness wherever possible through self-reliant individuals and resilient communities.
- Working in partnership locally and across London to bring an end to rough sleeping in Southwark.

21. A single page summary of the strategy is attached at Appendix 2.
22. The key actions of the housing strategy will be monitored ultimately through the Council Plan alongside relevant action plans. As this is a long term housing strategy there will be need to review and update our plans on a periodic basis.

Policy implications

23. The housing strategy has been developed to work with and complement the council's other high level strategies and plans. This new housing strategy will replace the current seven year (2009 to 2016) housing strategy, agreed by the council's executive in 2009.

The Council Plan and Fairer Future Promises

24. It is a council plan target to have a housing strategy completed by autumn 2015. The housing strategy is consistent with the council's overarching vision to create a fairer future for all. The four principles which comprise the housing strategy vision as set out in this report have particularly strong links to the following fairer future principles:
- Treating residents as if they were a valued member of our own family
 - Working for everyone to realise their own potential

- Making Southwark a place to be proud of.
25. The draft Council Plan for 2014/15 to 2017/18 was agreed by cabinet in July 2014. It included a number of promises which the housing strategy will help deliver, namely:
- Promise 3: Quality affordable homes “We will improve housing standards and build more homes of every kind including 11,000 new council homes by 2043 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 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.”

The New Southwark Plan

26. The housing strategy will sit alongside the New Southwark Plan, which the council is currently consulting on. This will replace the Core Strategy and saved former Southwark Plan policies. The New Southwark Plan will set out a development strategy for the next 15 years. This will be subject to an extensive statutory consultation exercise. The timetable for completion of the New Southwark Plan is late 2017. The housing strategy will set the key strategic direction for housing which will be reflected in the New Southwark Plan. The more detailed housing targets and other further housing planning details will be included in the New Southwark Plan.

Economic Wellbeing Strategy 2012-2020

27. This is the council’s strategy for delivering jobs and growth. Building new homes creates jobs in construction, and also in other sectors, such as logistics and retail. The fourth strand of the strategy- promoting financial wellbeing and independence- has particularly strong links with housing, in terms of helping to develop a strategic response to welfare reform, and contributing to developing long term solutions for those living in insecure housing conditions who are at risk of homelessness, exacerbated by reliance on benefits/low paid work.

Health and Wellbeing Strategy

28. Homelessness and poor housing conditions have a proven link to a number of health problems including respiratory diseases, and can contribute to poor mental health. The first Southwark Health and Wellbeing Strategy 2013-14 was developed between the council and its partners in health, police, community and voluntary sectors, and its three priorities are:
- Giving every child and young person the best start in life
 - Building healthier and more resilient communities and tackling the root causes of ill health
 - Improving the experience and outcomes for our most vulnerable residents and enabling them to live more independent lives.

Children and Young People’s Plan

29. The Children and Young People’s Plan 2013-16, contains the vision that ‘Every

child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life'. It goes on to state that 'We will work together to deliver high quality services that make a measurable difference in helping to overcome inequality and disadvantage, and strengthen families' abilities to raise their children successfully and independently'. One example of the impact that a family's housing circumstances can have on a child's life chances is if they live in an overcrowded home. Overcrowding can have a negative impact on a child's educational attainment, as there may be no suitable place to complete their homework without distraction. Tackling this type of issue through a cross-service approach is fundamental to securing the changes necessary to improve a child's life outcomes.

Community impact statement

30. It is anticipated that the commitments of the housing strategy will benefit all communities in Southwark, as the objective is to improve the housing conditions of the borough, irrespective of housing tenure. However, with such a long-term housing strategy there will be a number of actions linked to delivery of the strategy which will be implemented over time, and where further equality assessments will be required.
31. It is our first age-friendly housing strategy. While many of the age-friendly measures in the strategy are aimed at older people, there will also be wider benefits for all communities in the borough, by providing better designed homes and neighbourhoods. Our 'more than a landlord' approach will also provide a supportive housing service to our residents, tailored to their individual needs. This approach will also help to reduce homelessness, through earlier intervention.
32. An Equalities Analysis on the housing strategy to 2043 has been produced and this is attached as Appendix 3. The housing strategy is a high-level document that sets out the ambitions of the council and its long-term plans. The key to ensuring equality will lie in the implementation of the strategy, where equality assessments will be carried out for specific projects, examples of this include:
 - The ongoing work on the 11,000 new council homes and housing investment work stream, which will take account of residents' specific needs. There will also be an equality assessment of the planned Local Lettings Policy for the 11,000 new homes.
 - The proposals for introducing a private sector licensing scheme
 - The development of a homelessness and rough sleeping action plan.
33. A senior officer housing strategy steering group with representatives from across the council will continue to meet quarterly. This group will have a role in ensuring that the equalities impacts continue to be reviewed.

Resource implications

34. There are no resource implications at this time.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**Director of Legal Services**

35. Under section 87 of the Local Government Act 2003, the Secretary of State can require local housing authorities (LHA's) to produce housing strategies. This power has not been used although in practice many LHA's have produced strategies. While there is no requirement to produce a housing strategy, where one is prepared it must, pursuant to section 28 of the Greater London Authority Act 2007, 'be in general conformity with the London housing strategy' prepared by the Mayor of London. Cabinet members are referred to paragraph 11 of the report that confirms the objectives of the Mayor's London Housing Strategy have been taken into account and that input to the council's proposed housing strategy has been provided by officers at the GLA.
36. The report sets out the consultation that has taken place throughout development of the strategy. The outcome of consultation should be taken into account when considering the recommendations in this report.
37. Cabinet members attention is also drawn to the public sector equality duty (PSED) under section 149 of the Equality Act 2010, which requires the council, when making decisions, to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. Cabinet members are referred to the community impact statement in the body of this report and the equalities analysis at Appendix 3 setting out the consideration that has been given to equalities issues which should be considered when making decisions on the recommendations in this report.

Strategic Director of Finance and Corporate Services (FC14/0039/FH)

38. The strategic director of finance and corporate services notes the report; financial implications will be incorporated into the council's budget setting and decision making processes as these arise.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
December 2014 Cabinet Paper - Update on the Proposed Pipeline for the Delivery of 1,500 New Council Homes by 2018 (Item 8)	Southwark website	Dave Markham, Housing and Community Services - 020 7525 7201
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4865&Ver=4		
July 2014 Cabinet Paper - Next Steps on Developing Long Term Plans for the Delivery of New Council Homes (Item 14)	Southwark website	Stephen Gaskell, Corporate Strategy - 020 7525 7293
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4861&Ver=4		
January 2014 Cabinet Paper - Vision for a New Housing Strategy for Southwark (Item 12)	Southwark website	Claire Linnane, Corporate Strategy - 020 7525 0732
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4554&Ver=4		
July 2013 Cabinet Paper- Independent Housing Commission- Conclusions and Next Steps Following Community and Stakeholder Engagement	Southwark website	Graeme Gordon, Corporate Strategy- 020 7525 7384
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4549&Ver=4		

APPENDICES

No.	Title
Appendix 1	Southwark's Housing Strategy to 2043
Appendix 2	Single page summary of the Housing Strategy to 2043
Appendix 3	Housing Strategy to 2043 - Equality Analysis

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Claire Linnane, Housing Strategy & Partnerships Manager	
Version	Final	
Dated	15 January 2015	
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	15 January 2015	



APPENDIX 1

Southwark Housing Strategy to 2043

Foreword

This is our first long-term housing strategy, and marks Southwark out over others in setting out a long-term plan of action. It is a housing strategy that learns from the past, tackles the issues of the present and puts in place clear plans for the future.

Our vision emerged following the most ambitious resident engagement exercise undertaken in the council's history. During the course of the community conversations on the future of council housing residents raised many issues of concern to them: the high cost of renting privately; young people having to move away; and the impact of the Right to Buy.

Residents told us that they wanted council housing to remain in the council's ownership. They wanted to see the council investing in its homes, and building more. These clear messages helped to shape the vision for this strategy.

Our ambition is to lead the way in London in providing good quality homes for people on a range of incomes. We want to provide a mix of homes to help Southwark's economy to grow, while enabling existing communities to have a future in the borough.

As part of supporting the delivery of some of the highest numbers of new homes in London we will oversee one of the biggest programmes of council house building in the country. We have an ambitious target to deliver 11,000 new homes by 2043 with the first 1,500 of these by 2018. These will be at council rent levels, genuinely affordable to our tenants. We will also continue our successful partnerships with housing associations and developers to build the homes of all tenures the borough desperately needs.

As well as building new homes we will invest in our existing housing. We will provide all council homes with a quality kitchen and bathroom as well as other improvement work to make our homes fully fit for the twenty-first century.

We want to forge new relationships with our tenants and leaseholders, where they take pride and responsibility in their homes and local area. We will enable them to take greater control over their local housing services, and continue our proud record of supporting the development of tenant management organisations. The 11,000 new homes programme also enables us to look at new management models in partnership with our residents.

A council tenancy is precious, with many more registering for social housing than homes are available. We expect our tenants to respect and value the rights and obligations that a social tenancy brings. We will continue to crack down on unlawful subletting and anti-social behaviour, using all of the powers that are available to us to bring properties back into use for those in need and tackle those that disrupt their local communities.

We want to see a transformation in the private rented sector in the borough. We know that many landlords provide a good service, but there is a hardcore of criminal and rogue landlords who exploit those who are desperate for housing. We will drive these landlords out of the borough, so that all properties provide good standards.

We know that there are many who are threatened with losing their home or don't have a home at all, such as those who are sleeping rough. We want to break the cycle of homelessness. This will mean all services working with vulnerable individuals and families thinking differently, and developing creative solutions to intervene early to prevent homelessness.

In future more people will live in their own homes for longer. With an ageing population and fewer resources we need to look to harness design and technological advances within the homes we are developing to ensure that people are able to maintain their independence for as long as possible.

We know that good quality housing is about more than just a roof over someone's head: it is a place for a child to do his or her homework; a healthy living environment; a place to grow old in comfort and security. We want our new housing strategy to be about more than just bricks and mortar, but also about making strong connections between housing and the other services which are important to improving people's day to day lives. We want housing in Southwark to contribute to delivering jobs and growth, and helping to make the borough a healthier and more age friendly place to live. This strategy sets out our plans, together with key partners in housing, health and the voluntary sector, to do so.

Over the lifetime of this strategy many things will change. There will be new challenges and opportunities. We will need to be open and responsive to these changes. What will remain constant is our commitment to providing quality homes and housing services.

(Leader signature)

Insert Leader picture

Introducing our long-term plans....

Southwark is changing fast. It is a central London borough, with its proximity to jobs, culture and entertainment making it a desirable place to live. There are many different types of homes in the borough and demand for those homes, as in other London boroughs, is great.

Property prices across the borough are high. In November 2014 the average price for a two bed flat price was £453,400. Private rent levels have also been increasing and in October the average monthly rent for a two bed in October 2014 was £1,950 a month.

The borough has a large supply of affordable housing but demand still outstrips supply. As a result there is a big need for affordable, quality homes. On 1st April 2014 there were 19,672 households on Southwark's housing register.

All this puts huge pressure on the supply of affordable homes in our borough. This is why the Council is now setting out a housing strategy for the whole borough, not just to address the immediate needs – which are great – but also to tackle the challenges in a sustained way over the long-term.

The strategy has four simple principles at its heart:

First, London needs homes, and more and better affordable homes. This strategy is Southwark's response to that huge challenge by demonstrating how **we will use every tool at our disposal to increase the supply of all kinds of homes** across the borough.

Second, quality matters as much as quantity. We want to build homes with high standards of design that are both environmentally and energy efficient and ensure our existing homes keep our residents warm, dry and safe. This strategy sets out how **we will make Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.**

Third, housing in Southwark is about more than just bricks and mortar. It is about where our residents live and the communities in which we come together. This strategy puts rights and responsibilities at the centre and sets out plans to **support and encourage all residents to take pride and responsibility in their homes and local area.**

Fourth, there can be no greater privilege and responsibility than supporting our most vulnerable residents to lead safe, independent and active lives. We want to be 'more than a landlord' and better connect our residents to the services they need in as easy a way as possible. In the face of fewer resources, this strategy puts forward action to **help vulnerable individuals and families to meet their housing needs and live as independently as possible.**

These principles are underpinned by a series of commitments and actions which we will deliver over the duration of the strategy. We will monitor and review delivery of the key commitments through the Southwark Council Plan.

Principle 1.

***"We will use every
tool at our disposal
to increase the
supply of all kinds
of homes across
Southwark"***

1. We will use every tool at our disposal to increase the supply of all kinds of homes across Southwark

Our commitments under this principle:

- Building 11,000 new council homes for social rent, and hundreds more to be made available on a shared ownership basis.
- Creating a New Southwark Plan and getting the most from regeneration opportunities to encourage and support housing growth across all tenures.
- Delivering a mix of homes, of different types and sizes, which are accessible and respond to people's changing needs over time, through direct provision and in partnership with housing associations.
- Ensuring a supply of new homes which are affordable to people on a range of incomes, through our major regeneration schemes in Elephant & Castle, Aylesbury Estate, Canada Water and beyond.
- Seeking opportunities to work in partnership with the private sector to develop good quality, well managed privately owned and rented homes.

Introduction

Southwark is an exciting borough at the forefront of increasing the supply of homes in London. Over the duration of the strategy we will significantly increase the supply of all forms of housing including private, housing association and council homes. We will provide a supply of housing for those on all income levels, and a mix of sizes and types to meet a range of needs. This strategy provides a key opportunity to help shape the borough over the long term, whilst ensuring we retain our distinctive mix of communities.

House prices and private rents have risen significantly and are likely to continue to do so, as new housing delivery across London fails to keep pace with our growing population. The private market is becoming increasingly unaffordable for many of Southwark's existing residents and the demand for affordable housing is rising. As a result, there are many households who are unable to find a home they can afford.

There is an urgent need for new housing, including affordable housing, in Southwark as there is right across London. Southwark is a leading player in delivering these homes but represents just one of 32 London boroughs. We will do all we can to meet the challenge. We also call on the other London boroughs to join us in responding to one of the biggest issues facing the capital.

We do not underestimate the challenges that delivering these new homes will involve; there is a lot of work to be done involving the council, its key partners, and through the involvement of our residents. However we believe that it is achievable based on our track record. We know that we have not always got things right in the past. In order to ensure that we build the right homes and make the most of regeneration opportunities that the borough provides we will consult residents every step of the way. Our new approach is embodied in our Charter of Principles which sets out how we will engage with residents as part of the 11,000 new council homes and major investment programmes going forward.

Fact box: Affordable and private housing

Private (or market) housing is available to either buy or rent privately on the open market.

Affordable housing meets the needs of households whose incomes are not enough to allow them to buy or rent decent and appropriate housing in their borough.

There are three types of affordable housing:

1. Social Rented Housing is housing that is available to rent either from the council or a housing association.
2. Affordable Rent housing is similar to social rented housing but a rent of up to 80% of the local market rent can be charged.
3. Intermediate housing is housing at prices and rents above those of social/affordable rented but below private housing prices or rents. It can include shared ownership (part buy/part rent), key worker housing and intermediate rent housing.¹

Our ambitions

Our key ambition is to maximise all opportunities to deliver a range of high quality new homes to meet the needs of those on a range of incomes. This will include providing a range of intermediate housing products for those who would traditionally have aspired to home ownership but due to London's high housing costs, are currently unable to buy. We will work with developers, housing associations, landowners and other partners, as well as exploring all other options to deliver the homes the borough needs.

It is our ambition to become an Age Friendly and Dementia Friendly borough, providing homes and neighbourhoods that will support people to live long, healthy, happy lives in their own communities. This will include building specialist housing, and also attractive, well-designed homes of all tenures to encourage downsizers to move homes, releasing homes for younger families.

We will ensure that new homes help shape and improve local areas. We will create attractive environments which promote good health and well-being for people of all ages, contributing to our public health objectives of becoming a healthier borough. The council will encourage and empower successful neighbourhoods, with a strong sense of community and collective responsibility. New housing will form part of a wider approach to regeneration that will ensure areas of Southwark deliver to their full potential and provide economic opportunities for all our residents.²

We are keen to protect our existing communities while building housing for those on a mix of incomes. We also want to ensure Southwark is a place where families can afford to remain and choose to do so, and that Southwark is a borough where families can raise children successfully and independently in good quality and affordable homes.

We are committed to working with housing associations and developers to ensure opportunities for home ownership for those on low to mid incomes. For those on lower incomes, beyond retirement age or unable to work we will continue to work with partners to develop a range of housing options including new social rented housing. We will also encourage institutional landlords to develop a supply of private rented

¹ More information about our policies on affordable housing is in the New Southwark Plan.

² See New Southwark Plan for more detail on our approach to area plans.

properties where this provides better standards and affordability than the existing market.

Private development has become increasingly important to help deliver affordable housing through planning agreements. In addition to using our powers as a planning authority, the council is taking steps to increase the supply of affordable housing by directly delivering new council rented homes and shared ownership properties.

Building 11,000 new council homes for social rent by 2043 (including 1,500 by 2018), and hundreds more to be made available on a shared ownership basis.

We will deliver this by:

- Establishing a wholly owned and controlled council 'vehicle' to secure future funding capacity for the programme
- Partnering with housing associations and developers, and utilising the development capacity of the housing associations sector to assist in delivering new council homes
- Using section 106 agreements to build new homes to meet a variety of needs and incomes in order to fund the programme.
- Working with our residents to identify sites for new council homes, including on our own land and housing estates.
- Further exploring opportunities for infill development and exploring land redesignation and intensification
- Exploring innovative solutions to free up land for council housing including working with all landowners (health providers, transport, voluntary organisations, charities, etc.) and buying up stalled sites.
- Expanding existing council housing delivery programmes e.g. hidden homes, etc.
- Using the planning regime, including a streamlined planning process, to accelerate development.
- Building additional homes, including shared ownership and intermediate housing to create sustainable communities, and to address the demand for this type of housing.

Creating a New Southwark Plan and getting the most from regeneration opportunities to encourage and support housing growth across all tenures.

We will deliver this by:

- Agreeing a New Southwark Plan that boldly sets out a regeneration strategy for the borough to 2033³, ensuring that all areas of the borough provide homes for those on a range of incomes.
- Through the New Southwark Plan, setting ambitious housing targets to significantly increase the supply of homes in all tenures, including an overall target for over 20,000 net new homes from 2015-2025, of which at least 7,000 would be affordable homes.⁴

³ The Housing Strategy to 2043 and New Southwark Plan have some overlaps but have different purposes and have different timeframes.

⁴ This target is set by the Mayor of London.

- Setting affordable housing targets for the borough overall and for our key growth areas.
- Unlocking new sites for house-building and help deliver a large number of new homes, including council homes in our growth areas, including Canada Water and Old Kent Road.
- Ensuring sustainable housing development as part of attractive, well-designed, accessible neighbourhoods which will promote wider economic, health and social well-being.
- Requiring high standards of housing design, including energy efficiency measures which will contribute to reducing fuel poverty, and utilising renewable sources of energy where feasible.

Ensuring a supply of new homes which are affordable to people on a range of incomes, including through our major regeneration schemes in the Elephant & Castle, Aylesbury Estate, Canada Water and beyond.

We will deliver this by:

- Maximising the supply of affordable housing on privately led developments (including new council homes) through section 106 decisions.
- Building 11,000 council homes by 2043, of which 1,500 will be delivered by 2018
- Encouraging housing associations to maximise the supply of traditional social rented homes.
- Working with housing associations and developers to ensure that any “Affordable Rent” properties developed are at rent levels which are affordable to Southwark residents, and below the Local Housing Allowance level.
- Providing opportunities for home ownership through ensuring a supply of affordable intermediate housing that is affordable to those on low to mid incomes. This will include traditional shared ownership, new council shared ownership properties (on the Social HomeBuy model), and retained equity shared ownership.
- Exploring and lobbying for simple intermediate products to enable those on lower incomes to access shared ownership.
- Creatively responding to the changing context of funding and models for delivering affordable housing, to ensure a continued supply over the next 30 years.

Delivering a mix of homes, of different types and sizes, which are accessible and respond to people’s changing needs over time, through direct provision and in partnership with housing associations.

We will deliver this by:

- Requiring a mix of dwelling sizes as set out in the New Southwark Plan.
- Ensuring that all new housing is built to the Lifetime Homes standard so it is adaptable to changing needs.
- Requiring that new developments include provision for those with specialist needs such as wheelchair accessible housing, or where not suitable, securing payment towards adapting other properties.
- Developing specialist housing types which maximise independence for people with physical disabilities, those with mental health issues, people with learning

disabilities, vulnerable young people, older people and other specific needs, as detailed in principle 4.

Seeking opportunities to work in partnership with the private sector to develop good quality, well managed privately owned and rented homes.

We will deliver this by:

- Exploring innovative models and opportunities to work with pension funds, building societies, housing associations, etc.
- Encouraging institutional landlords to develop a supply of high quality private rented properties. The council will encourage the development of this part of the sector where it can provide better stability, security, affordability and condition than the existing private rented sector market.
- Working with partners to ensure models which allow for development of the institutional private rented housing, but without this being at the expense of affordable housing supply.
- Making the most of our position at the heart of London to market Southwark and the opportunities it provides to the wider market in order to create more homes and jobs.

INSERT PICTURES OF HIDDEN HOMES/11,000 NEW HOMES ON SITE ETC

Principle 2.

"We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership."

2. We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.

Our commitments under this principle:

- Delivering the successor to our “warm, dry and safe” housing investment programme to make all our council homes fully fit for the twenty-first century.
- Using our powers as the local planning authority to ensure that all new homes, regardless of ownership, are built to the highest standards of quality and design.
- Implementing a licensing and accreditation scheme for private landlords to drive up standards and reward good practice in the sector.
- Encouraging private landlords to offer greater security, certainty and stability for their tenants, especially families with children.
- Taking tough enforcement action against rogue landlords and letting agencies.

Introduction

Good quality housing is essential for everyone’s health and well-being. There is still too much poor quality housing in the borough, including council homes. We are committed to improving the condition of existing housing and the quality of new homes in Southwark, across all types of housing.

The production of the New Southwark Plan is underway. This sets out the development strategy for the borough and will set the standard for all new housing. It will be one of the key tools in delivering the housing strategy’s ambition to provide homes which are of the highest quality, irrespective of whether they are private, housing association or council housing.

Following the community conversation on the future of housing, we have reaffirmed our commitment to retaining our housing stock and investing in it for the future.

As well as building new high quality council homes and delivering additional homes of all tenures as part of a borough wide housing investment programme, the council is committed to improving the standards for its existing housing. We will achieve our target of making every council home warm, dry and safe by 2016.⁵ However, looking to the longer term, we want to be more ambitious about the standards we can achieve for our housing stock. This will contribute to increasing customer satisfaction and minimising the number of expensive day to day repairs. It will also help achieve better health outcomes for our residents through improvements in energy efficiency and in doing so, reducing fuel poverty.

In partnership with our residents we also need to make decisions about which council homes to retain and invest in, identifying those which do not meet modern standards or wider social housing, health and economic well-being objectives, and cannot economically be refurbished. Our priority is to provide more and better homes. We will work with local residents to identify opportunities to add value to their neighbourhoods, including carrying out estate improvements and providing additional housing opportunities in the locality.

We will guarantee value for money in our repairs and major works contracts. We will also provide a range of repayment options for leaseholders affected by major works.

⁵ This is similar to the Government’s decent homes standard, a standard which means homes are warm, weatherproof and have safe wiring and electrical supply.

As part of our commitment to increasing the economic well-being of the borough, all of our new major works contracts will include a requirement for contractors to employ local labour and/or local apprentices.

We are also concerned about conditions in the lower end of the private rented sector (PRS) where we have evidence of a number of unscrupulous and rogue landlords operating. Nearly 25% of households in Southwark now live in the private rented sector, which it is why we are prioritising this as an area for action.

Our ambitions

All homes, council, housing association or private, will be built to the same standards of quality. They will also reflect our Fairer Future promise to become an Age and Dementia Friendly borough, help to improve the health of our residents, and ensure children and young people have the best start in life.

We will deliver the successor to our warm, dry and safe investment programme, including a quality kitchen and bathroom for all council tenants. We will also invest in other improvements to make our homes fully fit for the twenty-first century. This will include improving the energy efficiency of our properties. We will also look to utilise green energy where this will save our residents money on their fuel bills.

Over the lifetime of the strategy we want to see a transformation in the private rented sector, so that all private rented homes in Southwark provide good quality, secure accommodation, affordable to those on a range of incomes, at a reasonable rate of return to the landlord. This is why we are consulting on introducing an additional licensing scheme to apply to all houses in multiple occupation (HMOs) in the borough; a selective licensing scheme for private rented properties in parts of the borough with a high level of anti-social behaviour; and on a new HMO standard.

We particularly want to see greater stability for families living in the private rented sector through availability of longer tenancy agreements. We believe this is in the interest of both tenants and landlords and will work with the Mayor of London to lobby Government and other bodies to increase security for private tenants.

Delivering the successor to our “warm, dry and safe” housing investment programme to make all our council homes fully fit for the twenty-first century.

We will deliver this by:

- Putting in place a robust 30 year business plan, enabling us to invest in our homes, improve energy efficiency and provide a planned, preventative approach to maintaining and investing in our housing stock.
- Providing a quality kitchen and bathroom for all council homes
- Carrying out other improvement works to our stock and the surrounding area, including increasing estate security.
- Providing more and better council homes.
- Guaranteeing value for money in our repairs and major works contracts, and providing a range of repayment options for leaseholders affected by major works programmes.
- At least doubling the number of estates receiving green energy from South East London Combined Heat and Power.

Using our powers as the local planning authority to ensure that all new homes, regardless of ownership, are built to the highest standards of quality and design.

We will deliver this by:

- Ensuring our New Southwark Plan makes good on our commitment that all homes, regardless of whether they are in council, housing association or private ownership, are of the same high quality and fit for future generations.
- Building new homes that make up healthy, sustainable neighbourhoods, supported by a range of quality community facilities (schools, parks, shops, etc.) making them attractive and safe places to live for people of all ages.
- Ensuring local homes have high environmental standards (e.g. with regard to noise, air quality, natural environment, energy efficiency), and contribute to reducing fuel poverty and improving health.

Implementing a licensing and accreditation scheme for private landlords to drive up standards and reward good practice in the sector.

We will deliver this by:

- Following the results of consultation, introducing a selective licensing scheme in the centre of the borough in 2015 using the Southwark Rental Standard⁶ to improve conditions and management standards in the private rented sector.
- Inspecting all accommodation we procure for homeless and vulnerable households using our accreditation standards.
- Introducing an improved HMO standard to protect the health and safety of our residents.
- Continuing to crack down on rogue landlords and lettings agencies.
- Continuing to offer a range of flexible products, services and advice to PRS landlords which are responsive to the changing demands of the housing market.

Encouraging private landlords to offer greater security, certainty and stability for their tenants, especially families with children.

We will deliver this by:

- Continuing to work in partnership with landlords through our private sector landlords' forum to spread good practice
- Providing a range of advice, support and incentives for good landlords to work with us, particularly those who offer longer tenancies for families.
- Exploring the use of grants and loans programmes to bring long-term empty properties back into use as long-term PRS homes for families.
- Working with the Mayor of London to lobby government and mortgage lenders for the introduction of longer tenancy agreements in the private rented sector in the interests of both landlords and tenants.

⁶ This complies with the Mayor of London's rental standard.

Taking tough enforcement action against rogue landlords and letting agencies.

We will deliver this by:

- Taking a zero tolerance approach to landlords where the health and safety and welfare of residents are put at serious risk.
- Continuing to publicise successful prosecutions as a deterrent to others.

**INSERT PICTURES OF
INVESTMENT PROGRAMME
HOMES ETC**

Principle 3

"We will support and encourage all residents to take pride and responsibility in their homes and local area"

3. We will support and encourage all residents to take pride and responsibility in their homes and local area.

Our commitments under this principle:

- Enabling council tenants and homeowners to take greater control over their local housing services, and supporting the development of tenant management organisations.
- Working with local housing associations to promote resident involvement and a more consistent Southwark wide service standard.
- Providing advice and assistance to private landlords and tenants on their respective rights and responsibilities.
- Working in partnership with local residents to tackle antisocial behaviour where it blights neighbourhoods and people's lives.
- Providing advice to private leaseholders on their options including the right to manage their blocks or estates.

Introduction

In future we will be delivering more mixed tenure estates: council, shared ownership, housing association and homeowners will live in close proximity to each other. On many of our existing estates council tenants, leaseholders, and private renters all live in the same block. As a result, there will be a need for council services and communities to work together more closely than ever.

In devolving services to local communities we will support innovation and collaboration and encourage open dialogue and two way engagement.

The private rented sector in Southwark has expanded considerably in recent years- it is likely that it will continue to grow. It is important for successful communities that both landlords and tenants are aware of both their rights and their responsibilities. We have also seen examples where private leaseholders are unhappy with the poor standards of maintenance or high service charges from their management companies. Similarly it is important that private leaseholders are aware of their rights.

The community conversation following the Housing Commission's report⁷ revealed a real appetite among council tenants and leaseholders for greater involvement in housing management. We have a proud history of supporting the development of tenant management. Our achievements were recognised in an award for 'impressive landlord support for tenant management organisations' (TMOs) from the National Federation of Tenant Management Organisations in 2014. However our approach to resident involvement must continue to evolve.

We believe a council tenancy is precious and that all tenants will want to respect and value the rights and obligations that a social tenancy brings. With private sector rents often as much as three times council rents, our tenants are fortunate to benefit from genuinely affordable housing, with access to the jobs and opportunities a central London borough has to offer.

We are also a lead authority in tackling housing fraud. We will continue to crack down on unlawful subletting and anti-social behaviour, using all of the powers that

⁷ July 2013 Cabinet report- 'Independent Housing Commission- Conclusions and Next Steps Following Community and Stakeholder Engagement'

are available to us to bring properties back into use for those in need. We will also robustly tackle those that disrupt their local communities.

Our ambitions

Our approach to resident involvement across all tenures acknowledges one central premise – that one size does not fit all. The council will develop a menu of options, so that everybody has the opportunity to choose their level and method of engagement. These options will prioritise digital methods of communication both for speed and ease of contact for the majority of residents and the council, but also to minimise cost.

Building 11,000 new homes provides a big opportunity for us to support those residents who wish to take on the some or all of the management of their own homes. We will provide support to these residents from the inception phase of building new homes to completion and for a period beyond this to allow the new management arrangements time to bed in.

We want to develop a new relationship with our council leaseholders and homeowners, particularly focussing on value for money and quality of the repairs service.

We will work together with residents and partners to tackle anti-social behaviour where it blights lives and communities. We will also develop more consistent standards of management with our housing association partners, so that residents know what to expect from housing providers.

Enabling council tenants and homeowners to take greater control over their local housing services, and supporting the development of tenant management organisations.

We will deliver this by:

- Developing different self-management models on our estates, providing residents with the dedicated support that they need.
- Providing a comprehensive menu of options to enable all residents to participate in decisions about the management of their housing whatever the constraints on their time.
- Providing a fund for tenants and residents' organisations to carry out their own minor repairs and improvement works.
- Giving tenants personal budgets to carry out minor improvement works to their own homes.
- Establishing an independent leasehold and freeholder management company. This will provide a channel for leaseholders and freeholders to make independent representations to the council around quality of service delivery and value for money.
- Recognising and rewarding resident contributions, such as through enhanced priority for rehousing in the lettings scheme, and through the Housing Heroes award scheme.

Good practice case study: involving residents in mystery shopping

17 residents were involved in mystery shopping of housing services. We successfully targeted residents who were not involved in traditional resident involvement structures through advertising and provided them with training to carry out the role. This cohort of residents will continue to be involved in mystery shopping and we are also recruiting additional residents. We are providing online training to further develop their skills. Through this partnership work we have a much clearer idea of how we can improve the experience of our customers when they contact us with a problem.

Good practice case study: resident involvement in community cohesion

The St. George's Day festival in South Bermondsey emerged both from grassroots tenant initiatives and long-term partnership building by the council in the area. This is now supported by the Lottery-funded Big Local and United St Saviour's Charity, managed by Bede House and Time & Talents but led by local tenants and residents on a group of estates in the area. The estates had previously been isolated from each other, and experiencing disengagement between generations. The festival itself was an initiative of residents of the Bonamy, one of the Big Local estates, drawing on a strong local tradition of patriotism. Approximately 450 people attended this year, and activities in recent years have included school bands, petting animals from the nearby city farm, stalls selling locally made craft items, and tenant and resident association (TRA)-led gardening activity. Increasing numbers of partners have become involved over the years, including Millwall for All (the community wing of Millwall FC, who run a "Beat the goalie" contest), helping to increase the involvement of younger generations typically less frequently reached by tenant-based activities. The European Union-funded EU-MIA project identified the festival as a promising practice in local community cohesion work, both for the way it brought together generations, residents of different estates, and majority and minority populations, under the banner of a shared, inclusive local culture, and for the strong sense of resident ownership and control over what goes on.

Working with local housing associations to promote resident involvement and a more consistent Southwark wide service standard.

We will deliver this by:

- Demonstrating leadership through our own approach and sharing examples of good practice through the Southwark Housing Association Group (SOUHAG).
- Developing common management standards with housing associations for our future mixed tenure estates.
- Developing consistent responses and protocols for issues such as welfare reform and anti-social behaviour.
- Developing the Tenant Compact to enable housing association tenants to get involved in the management of council services in their areas.
- Developing a cross-tenure strategic Tenant Federation to support tenant involvement and share good practice across all tenures.

Providing advice and assistance to private landlords and tenants on their respective rights and responsibilities.

We will deliver this by:

- Providing high quality advice to both private tenants and landlords, including details of any grants and loans available via the council's website.

- Providing dedicated housing advice to private tenants threatened with illegal eviction.
- Working across the council and with community groups to help more vulnerable tenants understand their rights and responsibilities.
- Using data from the discretionary licensing scheme about who is living in, and managing homes in private ownership, to be able to better target information, raise awareness of the required standards, and to tackle issues.
- Making private landlords and tenants aware of the Southwark private rental standard, which covers the minimum standards around condition and property management.

Working in partnership with local residents to tackle anti-social behaviour where it blights neighbourhoods and people's lives.

We will deliver this by:

- Using our new powers to deal with the most serious disturbances, provided through the Anti-social Behaviour, Crime and Policing Act 2014.
- Working with Police, Children's and Adults' Services, Health, and other agencies to tackle anti-social and criminal behaviour to protect the most vulnerable in our communities, including issues such as child sexual exploitation, trafficking, or hoarding where this represents a danger to either the occupant or neighbours.
- Taking enforcement action against perpetrators of domestic abuse wherever this is possible, and ensuring that those that commit abuse do not receive any priority for rehousing.
- Regularly reviewing the effectiveness of our joint landlords protocol to tackle anti-social behaviour with SOUHAG and continuing to enhance this to develop consistent policies across tenures in managing anti-social behaviour.
- Bringing communities together to solve problems collectively through schemes such as Cleaner, Greener, Safer, the Joint Security Initiative, Neighbourhood Watch, Police ward panels, and other tenant and resident meetings.
- Working with residents to design out crime from new developments while protecting access to communal areas and facilities.
- Supporting tenants to be a good neighbour by providing a pre-tenancy course on how to abide by their tenancy agreement, including acceptable behaviour standards, how to get involved and how to budget.
- Detecting fraud through data matching and tenancy checks to identify fraudulent homelessness and Right to Buy applications, and unauthorised subletting.

Good practice case study: tackling tenancy fraud

The housing officer was informed during a tenancy visit that the tenant of the property had died; subsequently a man posing as the tenant contacted the council, carrying identification documents belonging to the deceased tenant and declaring that he had recently been released from hospital. The officer checked the documents and spoke to the hospital and coroner to confirm the tenant's death and obtain a copy of the death certificate. The case was referred to court; the property has now been repossessed and given to a family in need of a property.

Providing advice to private leaseholders on their options including the right to manage their blocks or estates.

We will deliver this by:

- Providing and promoting information for private leaseholders on our website and other information channels about their options and rights to take over the management of their blocks from their landlord.

Principle 4

"We will help vulnerable individuals and families to meet their housing needs and live as independently as possible."

4. We will help vulnerable individuals and families to meet their housing needs and live as independently as possible.

Our commitments under this principle:

- Being 'more than a landlord' by connecting residents to the services and support they need across health, education, training, and employment, especially those facing particular barriers and less able to help themselves
- Building lifetime homes, delivering extra care housing, exploring other specialist housing options for older people, and adapting properties to enable older and disabled residents to live independently as long as possible in their communities
- Providing incentives and opportunities for under-occupiers in social housing to downsize, releasing larger homes to help reduce overcrowding
- Preventing homelessness wherever possible through self-reliant individuals and resilient communities
- Working in partnership locally and across London to bring an end to rough sleeping in Southwark

Introduction

Regardless of a person's health, disability, or age, a quality home provides the basis for a fulfilling and independent life. It means they can earn a living, raise a family, and be an active participant in their local community.

Often the best route to a happy and healthy life is through getting a job and getting on. A job is also the best defence against many of the impacts of the current welfare reforms as well as the challenges of a London housing market where affordability remains a major issue. The requirement for housing, and particularly affordable housing remains high across London. Southwark is no exception. To respond to this, the borough is undertaking an ambitious programme of house building, whether that is council homes, private homes for rent or sale, or social housing. However we recognise that demand outstrips supply by some margin and all boroughs, including Southwark, will need to seek creative and sustainable solutions over the long-term especially to address specialist and particular housing needs among individuals and communities.

Furthermore, over the coming years we need to better support residents and empower them to develop the skills that will help them live independently and fulfil their own changing housing requirements over time. Of course, anyone can become homeless at any point. For that reason we will continue to provide a safety net for those in greatest need. At the same time, we will work with individuals, families and our partner organisations to spot the trigger points where the risk of homelessness increases and help people get back on track as quickly as possible.

Improved life expectancy rates mean that people are living longer, which is a great opportunity for a borough with so much to offer. At the same time, with decreasing resources, we face a real challenge in the delivery of care and support services for older and other vulnerable people. To meet this challenge we will work creatively with partners including health, housing and voluntary organisations to provide quality and affordable age-friendly housing across our borough.

Our ambitions

Our ambition is to be 'more than a landlord' by connecting people to services and support that they need - across health, education, childcare, training, and employment. We will especially support those who are facing particular barriers and less able to effectively help themselves.

We will provide adaptations to people's homes and deliver a sufficient supply of specialist housing options as an alternative to residential care, to enable those people requiring support to remain living in their own homes for as long as possible.

We will improve mobility and the flexibility within our housing stock to minimise the level of under-occupied properties. We will ease overcrowding in larger households through building more of the types of homes 'downsizers' want.

By better addressing the underlying causes of homelessness and rough sleeping, we will minimise the number of people at risk of this in Southwark.

We will work with key partners and the Mayor of London to ensure that no one lives on the streets of Southwark, as well as stemming the flow of new rough sleepers. We will continue to provide a professional homelessness and housing advice service that delivers specialist support and advice to those in need. But our ambition goes further. It is to break the cycle of homelessness, by working with vulnerable individuals and families to develop creative solutions to prevent homelessness wherever possible.

Being 'more than a landlord' by connecting residents to the services and support they need across health, education, training, and employment, especially those facing particular barriers and less able to help themselves.

We will deliver this by:

- Going the extra mile for our tenants and creating a new and different landlord / tenant relationship to reflect people's changing requirements over time
- Training housing staff to provide early advice and guidance and providing targeted outreach services, to better enable individuals and families to move into training and employment support
- Providing targeted housing management and support to those people with particular needs and requirements (e.g. those with learning and / or physical disabilities, autism, mental health issues or chronic illness, or facing financial exclusion or eviction), to ensure they can live as independently as possible
- Co-locating - and providing online - advice services to residents so that they have quick and easy access to financial advice, debt counselling and support services
- Providing free venues, facilities and advice for residents wanting to set up childcare and homework clubs.

Good practice case study: Sustain tenancy sustainment team

Mr X is a fifty-year-old man with complex medical problems and mild learning difficulties. Mr X was befriended by a group of younger people who moved in with him and exploited him. They used his flat as a base for criminal activities including drug dealing and stealing from Mr X. He became involved in petty crime and this resulted several spells in prison. By the time Mr X was referred to SUSTAIN his flat was dirty and sparsely furnished. Due to the frequent theft of his money and benefits he was barely eating. He had high rent arrears, had been referred to Southwark Anti-Social Behaviour Unit (SASBU) as a result of the nuisance he and his 'friends' were causing to neighbours, and was at imminent risk of eviction. He had a probation officer but no contact with other voluntary or statutory agencies.

SUSTAIN helped Mr X reduce his rent arrears by setting up direct payments from his benefits to pay his weekly rent and arrears. A transfer to a one bedroom flat in a different area of Southwark was arranged. SUSTAIN supported Mr X through this process, securing a Community Care Grant, which was used to furnish his new flat. He set up a bank account from which his rent could be paid by direct debit and Sustain worked with him to help him to sustain his tenancy and keep his flat clean. Joint working with Adults' Services has resulted in a package of support including meals on wheels, befriending, and his own social worker being put in place. Mr X is now managing his daily life better and is proud of his new flat.

Building lifetime homes, delivering extra care housing, exploring other specialist housing options for older people, and adapting properties to enable older residents and people with disabilities to live independently as long as possible in their communities.

We will deliver this by:

- Delivering additional extra care housing for older people, beginning with new developments on Aylesbury Estate and Cator Street
- Carrying out improvements and service upgrades to sheltered housing schemes across Southwark (including improvements in digital accessibility and assistive technology)
- Developing a Centre of Excellence for people living with dementia and associated complex needs
- Improving access to disabled facilities grants and maximising access to funding opportunities, so that older people and people with disabilities who want to stay in their own home can do so
- Extending the local provision of new housing that caters for wheelchair use or people with disabilities
- Building a standard of lifetime homes that are Age Friendly and Dementia Friendly
- Exploring new technology, such as telecare and telehealth, to help people retain their independence at home
- Providing alternatives to residential care for adults and children with learning disabilities, physical disabilities and mental health issues so they can live independently in homes and local communities.

Providing incentives and opportunities for under-occupiers in social housing to downsize, releasing larger homes to help reduce overcrowding.

We will deliver this by:

- Working with developers and housing associations to provide a supply of high quality smaller homes
- Promoting our Smart Move scheme which provides an individually tailored package of financial and practical support, and home swaps to assist people to downsize to smaller homes
- Delivering a housing and adaptations service that enables people to remain in their existing homes, or where this is not possible, assisting them to move to a more suitable home
- Promote options such as taking in a lodger, ensuring this complements our Shared Lives scheme (which provides semi-independent accommodation on a temporary or more permanent basis for adults with a learning disability and / or autism).

Preventing homelessness wherever possible through self-reliant individuals and resilient communities.

We will deliver this by:

- Providing a professional homelessness and housing advice service delivering specialist support and advice to those individuals affected by homelessness
- Providing tenancy sustainment support services across all housing types to help people at risk of losing their homes
- Working with schools and colleges to better engage with children and young people around the realities of housing and homelessness
- Working with Southwark Legal Advice Network (and the wider local voluntary sector) to set up a homelessness forum that helps minimise the number of residents requiring statutory services
- Improving coordination across the council and with partners to prevent homelessness through implementation of the homelessness and rough sleeping action plan
- Minimising housing association evictions by implementing the Preventing Homelessness and Eviction Protocol, a joint agreement established between the council and local housing associations
- Providing quality debt advice and bidding support for residents, particularly to those affected by welfare reform changes, by working together with the Citizens Advice Bureau, Blackfriars Advice and other agencies
- Ensuring that victims of domestic abuse and their children can remain safe in their homes, either through security in their home or supporting them into accommodation, either short or long term.
- Raising awareness in local agencies including the private rented sector, as to how housing and other advisory services can assist people at risk of homelessness
- Improving the capacity of council and NHS staff by providing induction training that ensures homeless protocols are well known and properly deployed.
- Increasing the range of housing options for vulnerable young people by jointly commissioning schemes for young people at risk of homelessness, on the edge of care and leaving care.

Working in partnership locally and across London to bring an end to rough sleeping in Southwark.

We will deliver this by:

- Ensuring that no one new to the streets sleeps rough for a second night, no one lives on the streets of Southwark and the flow of new rough sleepers is minimised by working with the Mayor of London and other key partners (particularly health, police and immigration services)
- Maintaining effective reconnection services back to home countries and cities for those without a local connection.
- Preventing repeat homelessness and rough sleeping amongst people with mental health and complex needs by prioritising access to Southwark's Complex Needs Panel and putting together their long-term housing and support requirements.
- Ensuring that local public and voluntary sector services prioritise homelessness prevention when designing and commissioning services for vulnerable individuals and families.

INSERT PICTURES

5. The drivers of the housing market in Southwark

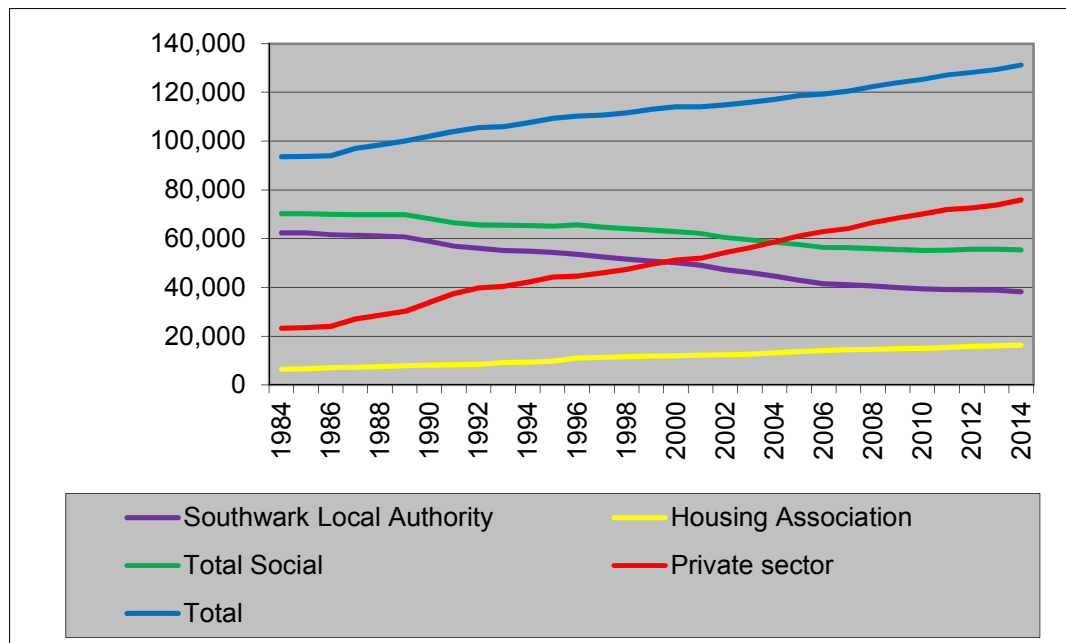
5. The drivers of the housing market in Southwark

Southwark has high average property prices, which are out of reach for many of Southwark's existing residents. In November 2014 the average two bed flat price was £453,400. Private rent levels have also been increasing and in October the average monthly rent for a two bedroom property in October 2014 was £1,950 a month. These compare to the median annual gross household income in 2012 of £30,100.

Southwark has a large supply of affordable housing - we remain one of the largest council landlords in the country - but there remains a significant shortfall in comparison with demand for housing. The proportion of social housing (council plus housing association) in the borough in 2011 was 43.7%, the highest percentage nationally. This has fallen from nearly 70% in the 1970s, with the Right to Buy accounting for a large amount of the reduction. As a result there are now a significant number of council homeowners. As at January 2014, there were 14,600 council leaseholders and service charge payers.⁸

The tenure mix of the borough has changed considerably over the last 30 years. The private sector has grown significantly but the proportion of home ownership remains relatively low at 31% compared to 49% in London and 64% nationally. The private rented sector has grown by 88.3% between 2001 and 2011, and now accounts for 24.9% of households. In 2011 there were 5,153 households with dependent children living in the private rented sector. The number of houses in multiple occupation has also increased significantly.

Figure 1: Tenure trends in Southwark 1984 to 2014



Source: Southwark Local Authority Housing Statistics (LAHS) 2014

⁸ There are also an additional 2,000 freeholders who do not pay a service charge.

Housing tenure (households) in Southwark by ward – 2011 Census

	Owned*		Rented from council		Other social rented		Private rented**		All households: all tenures	
	No.	%	No.	%	No.	%	No.	%	No.	%
Brunswick Park	1,676	31.8	1,849	35.1	601	11.4	1,137	21.6	5,263	100
Camberwell Green	1,052	16.9	2,704	43.5	1,240	20.0	1,218	19.6	6,214	100
Cathedrals	1,628	26.3	1,452	23.4	1,201	19.4	1,917	30.9	6,198	100
Chaucer	1,600	25.7	2,233	35.8	467	7.5	1,935	31.0	6,235	100
College	2,574	51.0	994	19.7	379	7.5	1,103	21.8	5,050	100
East Dulwich	2,802	52.9	464	8.8	609	11.5	1,422	26.8	5,297	100
East Walworth	833	17.6	1,768	37.4	783	16.5	1,348	28.5	4,732	100
Faraday	705	14.0	2,943	58.6	490	9.8	880	17.5	5,018	100
Grange	1,669	23.7	2,074	29.5	1,095	15.6	2,197	31.2	7,035	100
Livesey	951	17.1	2,917	52.5	800	14.4	888	16.0	5,556	100
Newington	1,440	23.4	2,856	46.4	480	7.8	1,380	22.4	6,156	100
Nunhead	1,844	32.5	1,796	31.7	896	15.8	1,138	20.1	5,674	100
Peckham	1,206	22.0	2,311	42.2	946	17.3	1,016	18.5	5,479	100
Peckham Rye	2,752	48.2	875	15.3	566	9.9	1,512	26.5	5,705	100
Riverside	2,227	31.8	2,069	29.5	334	4.8	2,376	33.9	7,006	100
Rotherhithe	1,640	27.5	2,124	35.6	598	10.0	1,604	26.9	5,966	100
South Bermondsey	1,439	25.1	1,962	34.3	1,033	18.0	1,293	22.6	5,727	100
South Camberwell	2,078	40.8	1,602	31.4	332	6.5	1,085	21.3	5,097	100
Surrey Docks	2,411	39.9	415	6.9	1,028	17.0	2,194	36.3	6,048	100
The Lane	2,270	35.5	1,740	27.2	907	14.2	1,469	23.0	6,386	100
Village	2,986	65.2	480	10.5	231	5.0	883	19.3	4,580	100
Southwark	37,783	31.4	37,628	31.2	15,016	12.5	29,995	24.9	120,422	100

Source: KS402EW 2011 Census⁹

(*Owned includes shared ownership.

**Private rented includes 'living rent free'.)

Demand for housing

Much of the rise in the demand for housing is due to Southwark's rising population. The GLA estimated that there were 123,000 households in Southwark in 2012 and projected this to increase to 167,000 by 2037.¹⁰ Southwark has fairly high levels of population churn and a diverse ethnic mix.

While Southwark has a relatively young population, the number of people aged 65 and over is projected to increase by 63% between 2012 and 2032.¹¹

⁹ 2011 Census information is sourced from or adapted from Office for National Statistics data licensed under the Open Government Licence v.1.0.

¹⁰ GLA 2013 round SHLAA-based household projections (rounded to nearest 1000)

¹¹ South East London Strategic Housing Market Assessment (SHMA)

Partly as a result of the increasing population, Southwark has an estimated net additional dwelling requirement equating to **1,650 new homes each year, of which 799 need to be affordable housing** units (over the 2011-2031 period).¹²

Specific housing needs

In 2011, 18,978 usual residents reported that they had a long-term health problem or disability.¹³ The number of working age people with serious physical disabilities is projected to increase by 23% between 2012 and 2020.¹⁴

Overcrowding is a big issue in Southwark. In 2011 there were 18,475 overcrowded households lacking at least one bedroom, including 3,526 'severely overcrowded' households who were 2 or more bedrooms below the standard.¹⁵

Homelessness is another significant issue. In 2013/14, 943 homeless applications were made and a homeless duty was accepted in 555 cases.¹⁶ As at 31st March 2014 there were 778 households living in temporary accommodation arranged by the Council.

As a result there is a need for affordable housing. On the 1st April 2014, there were 19,672 households on Southwark's housing register.¹⁷ This is significantly higher than the approximate 1,800 local authority lettings and 550 council nominations to housing association properties that become available each year.

All this puts pressure on the supply of affordable homes in the borough. Even though the Council is doing its best to maximise the housing supply, and make the most effective use of the housing stock through measures to tackle under-occupation and illegal subletting, many if not most of those applying for housing assistance will never be housed by us via the housing register.

Taken together, the statistics above paint a clear picture of opportunity mixed with great need. Housing remains one of our – and London's – greatest challenge. We want to build more and better affordable homes where mixed communities thrive and prosper. We can't do this alone. It's only by working together with residents and others and taking a long-term approach that Southwark can deliver a fairer future for all.

¹² SHMA

¹³ 2011 Census

¹⁴ SHMA

¹⁵ 2011 Census, Table QS412EW has further detail on definitions.

¹⁶ P1Es 2013/14

¹⁷ Register figures include applicants looking to transfer from an existing social property.

Southwark Housing Strategy to 2043

Our vision

Our vision is to lead the way in providing good quality homes for people on a range of incomes including delivery of the most ambitious council house building programme in the country. We want to empower our residents to take pride and responsibility in their homes and local area. For our part, we will be 'more than a landlord', helping residents, especially those most vulnerable and at risk, meet their housing needs and lead independent, active, healthy lives in a borough they can be proud to call home.

Delivering new homes

Principle 1: We will use every tool at our disposal to increase the supply of all kinds of homes across Southwark

We are committed to providing and ensuring a mix of high quality homes for those on a range of incomes, which are flexible to people's housing needs as they change over time, helping Southwark's economy to grow, while enabling existing communities to have a future in the borough. This will include:

- Building 11,000 new council homes by 2043, (1,500 of these by 2018) and hundreds more shared ownership properties
- Providing 20,000 net new homes in the next 10 years of which 7,000 will be affordable homes, ensuring these are genuinely affordable to residents.
- Unlocking a number of housing sites in key locations such as Canada Water and Old Kent Road
- Working in partnership to develop good quality, well managed privately owned and rented homes.

Improving housing quality

Principle 2: We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership

Building on our commitment to make all our council homes warm, dry and safe we will continue to invest to provide quality homes. We will also encourage good landlords while driving out rogue landlords. This will include:

- Providing all council homes with a quality kitchen and bathroom, and other improvement work to make homes fully fit for years to come.
- Ensuring all new homes are built to the highest standards of quality and design
- Introducing a selective licensing scheme for private landlords in the centre of the borough in 2015, using the Southwark Rental Standard.
- Cracking down on rogue landlords who are letting residents down, including taking a zero tolerance approach to landlords where the welfare of tenants is at serious risk.

Empowering residents

Principle 3: We will support and encourage all residents to take pride and responsibility in their homes and local area

New relationships, based on pride and responsibility, will enable residents to take greater control over their local housing services, and we will work together with residents to address unlawful subletting and anti-social behaviour. This will include:

- Establishing a fund for residents to carry out their own minor repairs and put in place an independent leasehold and freehold management company so people can make independent representations to the council when quality falls short
- Rewarding resident contributions and promote good neighbourliness through the Housing Heroes programme alongside establishing a strategic Tenant Federation to support tenant involvement and share good practice across all tenures.
- Providing a menu of options to enable all residents to participate in decisions about the management of their housing, whatever their time constraints.

Being more than a landlord

Principle 4: We will help vulnerable individuals and families to meet their housing needs and live as independently as possible

Residents may need additional support at certain times of their lives. Our aim is to be more than a landlord, so that we for example support individuals back into work and help break the cycle of homelessness. This is also an age-friendly housing strategy, providing a range of housing choices to enable people to remain in their homes and communities for their whole lives. This will include:

- Enabling older people and people with disabilities to live independently in their communities by building lifetime homes, extra care sheltered housing, exploring other specialist housing options, and adapting properties.
- Helping those that want to downsize to a smaller home through schemes such as Smart Move and home swaps.
- Providing quick and easy access to quality financial and debt advice, and working with schools to engage young people early to face the realities of finding a home in London.
- Providing tenancy sustainment services to support people at risk of losing their homes.

The Southwark Housing Strategy to 2043 is available at www.southwark.gov.uk/housingstrategy

APPENDIX 3

Housing Strategy to 2043- Equality Analysis

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Housing Strategy to 2043		
Equality analysis author	Claire Linnane		
Strategic Director:	Graeme Gordon		
Department	Corporate Strategy	Division	
Period analysis undertaken			
Date of review (if applicable)	November 2014		

Section 2: Brief description of policy/decision/business plan

1.1 Brief description of policy/decision/business plan
<p>Introduction</p> <p>The council's new long-term housing strategy to 2043 is a cross-tenure housing strategy covering all forms of housing in the borough, including private, housing association and council housing. It includes the provision of both new housing and existing housing, and also the housing needs of the borough. The housing strategy sets out our long-term ambitions for the future of housing in the borough. We want our strategy to be about more than just bricks and mortar; to be about demonstrating the strong connections between housing and other services which are important to improving people's day to day lives. We want housing in Southwark to contribute to delivering jobs and growth, and helping to make the borough a healthier and more Age Friendly place to live.</p> <p>The strategy sets the vision, commitments and objectives and provides a long-term strategic framework. However as such a long-term strategy we are fully aware that there will be a need for further work to deliver its objectives, and to review progress on a regular basis.</p> <p>This equality impact analysis</p> <p>The housing strategy is a high-level document that sets out the ambitions of the council and its long-term plans. The key to ensuring equity will lie in the implementation of the strategy, where equality assessments will be carried out for specific projects. This equality assessment highlights</p>

anticipated positive impacts and serves as a guide to highlight areas where we do not have sufficient knowledge or evidence of the impact at this stage.

Evidence base

In late 2013 Southwark and its sub-regional housing partners commissioned Cobweb Consulting to carry out a strategic housing market assessment (SHMA) of the local housing market on our behalf. This forms part of the evidence base underpinning our new housing strategy. This included the following findings:

Housing needs of particular groups

Southwark is projected to experience a 63% increase in the number of people aged 65 or more between 2012 and 2032.¹ There is projected to be a 73% rise in the population aged 85 + during the same period. Set against this Southwark has a below average supply of elderly-focused accommodation (relative to other local authorities in our housing sub-region). To the best of our knowledge there is no leasehold, shared ownership or owner-occupied sheltered or extra care sheltered housing in the borough. 61% of the 65+ age group live in the social/affordable rented sector.

The number of older people with mobility difficulties is projected to increase by 17% between 2012 and 2020.

The number of working age people with serious physical disabilities is projected to increase by 23% over the same period, from 3,620 to 4,446. Current unmet wheelchair housing need stands at 543 households.

Southwark has a very ethnically diverse population. There are significant variations in ethnicity by tenure, with 38% of White households, 24% of Asian households and 17% of Black households are housed in owner occupied homes. 35% of White households live in social rented homes, compared with 70% of Black households and 29% of Asian households according to the 2011 census.

In addition we reviewed relevant housing data from the 2011 census, data from our own housing register and homelessness information.

A summary of key population data for Southwark is set out below which has also been used to inform Southwark's Joint Strategic Needs Assessment, which itself underpins our Health and Wellbeing Strategy.

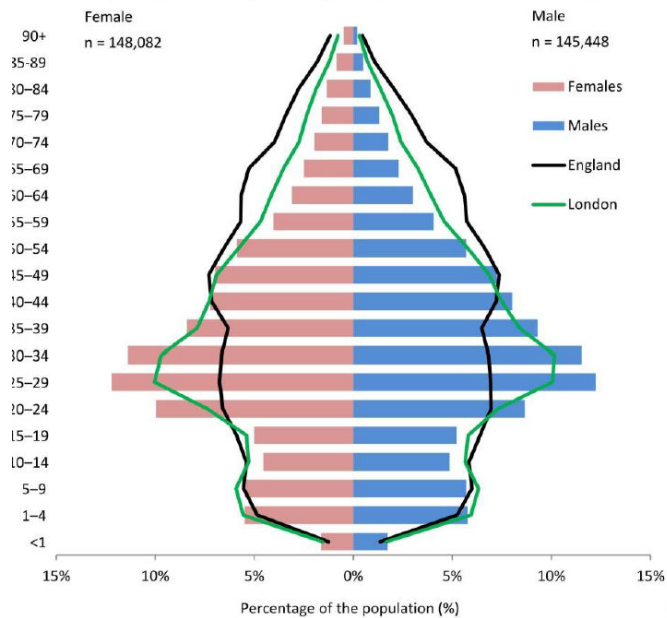
The JSNA factsheet can be accessed here:

http://www.southwark.gov.uk/download/downloads/id/10832/southwark_demography_bulletin_2014

¹ GLA 2013 Round central trend household projection

Population Structure

2012, Male / Female Population Pyramid, Southwark Vs London & England



Southwark resident population **293,530**, evenly split between males and females.

Younger population, **42%**, aged 20 to 39 years old compared with **35%** in London and **27%** in England.

Smaller population aged 50 to 64 years old, **13%**, compared with **14%** in London and **18%** in England.

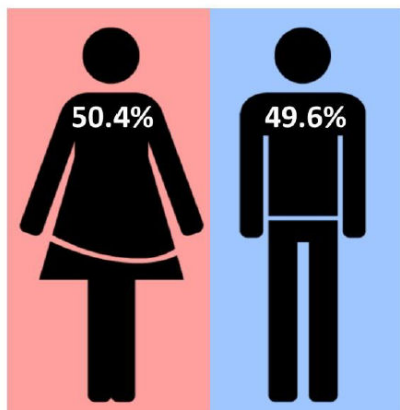
Smaller older population aged 65 or older, **8%**, compared with **11%** in London and **17%** in England.

Source: ONS, Mid Yearly Estimate (MYE)

5,030 Live births per year
ONS, 2012

1,277 deaths per year
ONS, 2012

2012, Gender Split, Southwark



Source: ONS, Mid Yearly Estimate (MYE)

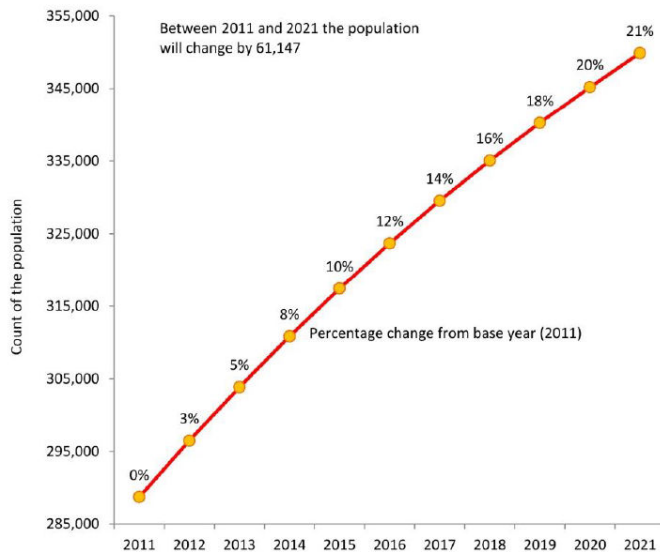
2012, Population Age Structure, Southwark Vs London & England



Source: ONS, Mid Yearly Estimate (MYE)

Population Change

Population Change, Southwark, Person, All ages, 2011 to 2021



Southwark resident population is estimated to increase by **61,147** persons over the next 10 years.

This equates to a **21%** increase, compared to a **14%** increase in London and a **9%** increase in England.

Estimated **21%** increase across all age bands.

Source: ONS, Subnational Population Projections (SNPP)

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	Internal departments of the council, strategic partners such as housing associations and developers.
Key stakeholders were/are involved in this policy/decision/business plan	Internal and external stakeholders including tenants and leaseholders as part of the community conversation on the future of council housing, Future Steering Board, housing associations and developers, advice agencies, and private landlords.

Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Potential impacts (positive and negative) of proposed policy/decision/business plan

This is our first housing strategy to state that it is Age Friendly. We will be seeking to increase the range of housing, housing options and support for older people to enable them to stay in their own homes for as long as possible, and as an alternative to residential care. This will include increasing the supply of extra care sheltered housing-specialist sheltered housing which provides support and care in the same premises, while enabling older people to retain their independence. We will also develop more cross-tenure housing options where there is evidence of demand.

We will also provide high quality homes and tailored support to enable downsizers to move, many of whom will be older people. This will free up much needed larger homes for younger families, many of whom are experiencing overcrowding.

Many of the benefits of an Age Friendly housing strategy, such as more integrated communities, better designed homes and neighbourhoods, benefit everyone, whatever their age group, and not just older people. There is, however, a slight risk that focusing on age-friendly housing if solely looking at the needs of older people, may overlook some specific needs of younger populations, likely to be young families with children, or vulnerable groups. The strategy acknowledges the needs of families specifically in principle 2 ('Improving housing quality'), through encouraging private landlords to offer greater security, certainty and stability for their tenants, especially families with children), and we believe that our strategy overall will help people across all age bands.

Equality information on which above analysis is based

Southwark is projected to experience a 63% increase in the number of people aged 65 or more between 2012 and 2032.² There is projected to be a 73% rise in the population aged 85 + during the same period. Set against this Southwark has a below average supply of elderly-focussed accommodation (relative to other local authorities in our housing sub-region). There is no leasehold, shared ownership or owner-occupied sheltered or extra care sheltered housing in the borough. 61% of the 65+ age group live in the social/affordable rented sector.

The number of older people with mobility difficulties is projected to increase by 17% between 2012 and 2020.

² GLA 2013 Round central trend household projection

Southwark also has a relatively young population compared to London and nationally. In 2011, 21.8% were aged 20-29 years compared to 17.9% in London, and 13.7% nationally. In Southwark, 27.9% of the population are aged 30 to 44 compared to 25.3% in London and 20.6% nationally.³

Mitigating actions to be taken

We will monitor the implementation of key actions in our housing strategy through the Council Plan alongside any relevant action plans.

During implementation, it will be key to balance the needs of the ageing population against the demographic churn and continued population growth across all age bands, and to assess how younger groups and children will be impacted by the individual new housing developments and housing projects that will derive from this strategy.

Specific work streams, such as the development of 11,000 new homes, are subject to detailed programmes of resident engagement and reports to Cabinet, which will include equality assessments.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Possible impacts (positive and negative) of proposed policy/decision/business plan

Through the new housing strategy and the new Southwark Plan we will increase the supply of wheelchair housing and other specialist and adapted housing for those with disabilities. We will also ensure that all new housing is built to Lifetime Homes standards, easily adaptable as households' needs change over time.

Poor quality housing is known to affect both physical and mental health. As well as building new homes to high quality standards we also have a programme of improvement works to our own housing stock. While we will achieve the decent home standard by 2016, the housing strategy is more ambitious for the quality standards to be achieved for our housing in future, such as improvements in energy efficiency measures which will in turn help to combat fuel poverty. This will have positive health benefits for those with disabilities and chronic illnesses.

Additionally through the new housing strategy we will develop our housing services to be 'more than a landlord'. That will include 'going the extra mile' for our residents including providing more individualised advice and support to our vulnerable tenants and residents. However it is our belief that for most residents, the best route to health and

³ 2011 Census

<p>wellbeing is through employment, and the strategy is designed to strengthen links between housing and relevant services that can assist in this goal.</p> <p>There is a small risk that focus on age-friendly developments may overlook the needs of particular groups, such as those with learning disabilities. Principle 4 (Being more than a landlord) gives scope to also include housing support for people with learning disabilities and other vulnerable groups by connecting them to relevant services and contribute to helping them to live independent lives.</p>
<p>Equality information on which above analysis is based</p>
<p>The number of older people with mobility difficulties is projected to increase by 17% between 2012 and 2020.</p> <p>The number of working age people with serious physical disabilities is projected to increase by 23% over the same period, from 3,620 to 4,446. Current unmet wheelchair housing need stands at 543 households.</p>
<p>Mitigating actions to be taken</p>
<p>At this stage, we do not know how many disabled people (physically, with learning disabilities, or both) and people with chronic illnesses will be affected by housing developments. Implementation of the strategy will need to ensure a consistent approach for these groups.</p> <p>We will monitor the implementation of key actions in our housing strategy ultimately through the Council Plan, alongside relevant action plans. Specific work streams, such as the development of 11,000 new homes, are subject to detailed programmes of resident engagement and reports to Cabinet, which will include equality assessments.</p>

<p>Gender reassignment - The process of transitioning from one gender to another.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>People in the process of gender reassignment can face discrimination in local communities. Providing more, better quality housing will benefit all communities in Southwark, irrespective of their gender, which will be positive for this group. Again under principle 4 ('Being more than a landlord'), the strategy can work towards linking with community organisations that seek to support people undergoing gender reassignment, and towards reducing prejudice and stigma in the community.</p> <p>There may be additional issues around the needs of the ageing LGBT population, especially those living with HIV. As the housing strategy is age-friendly, implementation will consider the needs of this population.</p>

Equality information on which above analysis is based.
<p>We do not know at this stage how many people will be affected, as prevalence of gender dysphoria is uncertain. A Hate crime report by Galop (2013) shows only 50 recorded transphobic crimes in London, however, many will go unreported. http://www.galop.org.uk/wp-content/uploads/2013/08/The-Hate-Crime-Report-2013.pdf).</p> <p>For the needs of an ageing LGBT population, please see: http://www.tht.org.uk/myhiv/Your-rights/Ageing/50-plus.</p>
Mitigating actions to be taken
<p>The impact of the housing strategy on transgender people is likely to be low, and under principle 4 ('Being more than a landlord'), the strategy encourages linked services, helping the affected group to access services. Therefore, we do not expect mitigating action to be required at this stage of research, however, the needs of an ageing LGBT population will need to be considered.</p>

<p>Marriage and civil partnership - Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.</p>
Possible impacts (positive and negative) of proposed policy/decision/business plan
<p>Providing more, better quality housing will benefit all communities in Southwark, irrespective of their relationship status. Same-sex couples may be discriminated against in the private rented sector and in some local communities. Once more, principle 4 ('Being more than landlord') of the housing strategy will work towards supporting all residents regardless of their marital status to access support and services, which can help to reduce discrimination in the community.</p>
Equality information on which above analysis is based
<p>Again, the extent of discrimination against same-sex couples in the private rented sector is unknown; however, there are still incidents of homophobia in some parts of the community. Southwark has a higher share of LGBT population than other boroughs, which means that potentially more people may be affected.</p>
Mitigating actions to be taken
<p>None at this stage.</p>

<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>The housing strategy seeks to support families, and this includes support during paternity and maternity. Principle 4 ('Being more than a landlord') can serve to build services close to where people are during implementation phase. Principle 2 ('Improving housing quality') also supports this group by giving children the best start in life. We therefore expect there to be a positive impact on this group.</p>
<p>Equality information on which above analysis is based</p>
<p>There is evidence that housing quality, including overcrowding, can have detrimental impact on maternal and child health during pregnancy and the newborn.</p>
<p>Mitigating actions to be taken</p>
<p>None at this stage.</p>

<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>Policies to increase the supply of family sized homes and encourage downsizing by under-occupiers will benefit overcrowded households, amongst whom black and minority ethnic households (BME) are over-represented. Southwark has the 6th highest number of overcrowded households in England and Wales (2011 census).</p> <p>The proportion of people in the social housing sector who are BME is greater than their representation in the borough as a whole. This population group may be disproportionately affected by any regeneration that targets areas with higher concentrations of social housing. The Council is therefore mindful of the impact of any such schemes on communities and it has listened to the feedback from residents who have been affected by regeneration and renewal programmes in the past to help inform future delivery. We recently engaged with residents on how best to engage with them in</p>

<p>future on the delivery of 11,000 new homes and major works programmes on a using a draft 'Charter of Principles'. This resulted in over 2000 responses. This will be fed into our approach to future engagement.</p>
<p>Equality information on which above analysis is based</p>
<p>Southwark has a very ethnically diverse population. There are significant variations in ethnicity by tenure, with 38% of White households, 24% of Asian households and just 17% of Black households are housed in owner occupied homes. 35% of White households live in social rented homes, compared with 70% of Black households and 29% of Asian households according to the 2011 census. The borough also has emerging Latin American and Eastern European communities.</p>
<p>Mitigating actions to be taken</p>
<p>As part of the 11,000 new homes and housing investment work streams, there is a very detailed resident engagement process in place, as set out in the Charter of Principles. This approach will take account of residents' specific needs. There will also be a specific engagement process on an estate by estate basis, and an equality assessment of the planned Local Lettings Policy for the 11,000 new homes. These engagement processes will take into account issues such as the ethnic mix on an estate where regeneration and /or improvements are planned.</p>

<p>Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>We expect the housing strategy to have a positive impact on religion and belief, as providing more, better quality housing will benefit all communities in Southwark, irrespective of their religion or belief status.</p> <p>Southwark's hate crime strategy seeks to address harassment and crime on religious or belief grounds, and Principle 4 ('Being more than a landlord') gives management of estates a remit to address any incidences occurring in council's property as well.</p>
<p>Equality information on which above analysis is based</p>
<p>No specific data is available.</p>

Mitigating actions to be taken
As part of the 11,000 new homes and housing investment work streams, there is a very detailed resident engagement process in place, as set out in the Charter of Principles. This will take account of residents' specific needs. There will also be a specific engagement process and an equality assessment of the planned Local Lettings Policy for the 11,000 new homes.

Sex - A man or a woman.
Possible impacts (positive and negative) of proposed policy/decision/business plan
The housing strategy aims to increase the supply of housing across all tenures which will benefit both genders. While women-headed households are likely to earn less over the duration of their life-times, the housing strategy includes measures for the provision of housing for those on a range of incomes, including 11,000 new council homes on target rents.
Equality information on which above analysis is based
No specific data is available.
Mitigating actions to be taken
None at this stage.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes
Possible impacts (positive and negative) of proposed policy/decision/business plan
Providing more, better quality housing will benefit all communities in Southwark, irrespective of their sexual orientation.
For risks of discrimination in the private rental sector and in the community, and mitigating actions, please see evidence in "marriage and civil partnerships".

<p>There may be additional issues around the needs of the ageing LGBT population, especially those living with HIV. As the housing strategy is age-friendly, implementation will consider the needs of this population.</p>
<p>Equality information on which above analysis is based</p>
<p>For evidence on an ageing LGBT population and those living with HIV/AIDS, please see : http://www.tht.org.uk/myhiv/Your-rights/Ageing/50-plus</p>
<p>Mitigating actions to be taken</p>
<p>None at this stage, although please also refer to the section on 'marriage and civil partnerships.'</p>

<p>Human Rights</p> <p>There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol</p>
<p>Possible impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>We do not expect the housing strategy to have an impact on human rights.</p>
<p>Information on which above analysis is based</p>
<p>None.</p>
<p>Mitigating actions to be taken</p>
<p>None at this stage.</p>

Item No. 16.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Abbeyfield Estate HINE (Maydew House) Works Update	
Ward(s) or groups affected:		Rotherhithe	
Cabinet Member:		Councillor Richard Livingstone, Housing	

FOREWORD, COUNCILLOR RICHARD LIVINGSTONE – CABINET MEMBER FOR HOUSING

This report updates cabinet on the progress being made to refurbish Maydew House on the Abbeyfield Estate.

Early in 2010, the council's previous executive considered the costs of bringing Maydew House up to the decent homes standard as being prohibitively expensive, in part due to the extensive asbestos in the building, and were advised at that time to dispose of it for redevelopment.

Since May 2010, the cabinet has worked to ensure a future of council housing at Maydew House, designating it as a high investment needs estate for enhanced refurbishment works part-paid for through private sales within the block in 2012. The extensive nature of the asbestos in the building has also necessitated the rehousing of residents of the building (with a right to return) in readiness for work commencing, which should conclude within the next few weeks.

Significant progress has been made since the decisions in 2012. The proposed addition of new floors at the top of Maydew House will ensure that a smaller proportion of homes there will now need to be for private sale. Discussions with the Bede Centre have developed to ensure that they can move to a new high-quality community centre in the old undercroft of the building and the centre's involvement in this process will ensure that the new centre fully meets the future needs of Bede and the community it serves. Furthermore, this move will facilitate the building of 60 new council homes on the former site of Bede.

Over the last five years, we have therefore moved from a situation where it was proposed to have no council homes at Maydew House to one where there will be a net increase in numbers, together with enhanced refurbishment and a new community centre.

Past and present residents have been consulted on the plans for these proposals, and planning approval is currently being sought.

RECOMMENDATIONS

1. That cabinet notes the information contained within this update report for Abbeyfield Estate HINE (High Investment Needs Estate), Maydew House works.
2. That cabinet notes the risks to the projected vacant possession date.

BACKGROUND INFORMATION

3. Cabinet approved the enhanced refurbishment works to Abbeyfield Estate, designating this a high investment needs estate, on 20 March 2012 following an extensive options appraisal consultation process managed by regeneration on the future of the estate with key stakeholders and a deputation from residents on the Estate to cabinet. The options appraisal process included a desktop review of officer held information on the blocks, external and internal surveys by MACE, production of relevant options for the blocks and the subsequent pricing of these options by Potter Raper Partnership and Regeneration department conducting a series of events and open days to obtain and gauge feedback from residents.
4. Cabinet approved the Gateway 1 for the procurement process on 22 July 2014 and requested an update at year end on the progress of the scheme.
5. The works to Maydew House requires the block to be vacated and the re-housing of all tenants of this block has been ongoing since cabinet's approval on 20 March 2012 and the re-housing programme has been working towards the block being empty by January 2015.

Current status of the project

6. Planning permission has been sought in line with the project programme with the application deposited with planners' week commencing 1 December 2014 following a public open day held at Maydew House on 22 October 2014 which was publicised in the Southwark News.
7. Legal services have procured expert external advice for this project under an existing frameworks contract, Sharpe Pritchard are now part of the project team leading on legal issues and contract matters.
8. Housing operations continue to work on the re-housing of tenants of Maydew. Currently there are 5 remaining tenants, direct offers have now commenced and legal action is currently on-going with 1 tenant who has refused the direct offer. It seems unlikely that all 5 tenants will vacate the block by the end of January 2015.
9. Works have commenced on the other blocks at Abbeyfield Estate, Damory House and Thaxted Court. These 2 blocks do not require residents to vacate in order for the works to be undertaken.
10. The Southwark contract manager and our external technical advisors have discussed the scheme extensively with the Bede Centre who have been actively involved in the design solution for Maydew. The council is currently in discussion with Bede over the lease arrangements for both their existing site and the proposed site for their new accommodation under Maydew.

Proposals

11. Current design proposals include an additional five storeys to be constructed on top of Maydew, the refurbishment of the garage area below the block into bespoke accommodation for the Bede Centre, re-siting of the main entrance from the current podium level to the ground level, removal of the podium link to Damory and Thaxted, full refurbishment of the flats removing all asbestos within the building,

removal of the ramps and external access stairs and soft and hard landscaping to the block surrounds.

12. The re-location of the Bede will facilitate the construction of a block of around 60 council owned flats on the site currently used to provide the Bede facilities which sits between Maydew and Thaxted.
13. The additional five storeys constructed for sale on top of Maydew will assist with funding for the scheme and will reduce the overall percentage of the block required for sale to balance the budget. Cabinet has previously agreed a maximum of 49% of the block for sale.
14. The appended drawings illustrate the proposed completed Maydew block and indicate the massing for the new block to be constructed.
15. Major works to continue to work with colleagues in operations to expedite the re-housing of tenants in Maydew in order to minimise any delays to the overall project.
16. Major works and our consultants, Calford Seaden to continue to work with residents, the Bede Centre and colleagues in planning in order to expedite the planning approval process.

Policy implications

17. Planning approval is required for these works and as detailed in paragraph 6 above this approval is currently being sought.
18. Building Control Approval will be sought from the council's building control department at relevant stages as the design and work proceeds. The successful contractor will not be allowed to seek building control authority from anyone other than the council's building control department.

Community impact statement

19. The level of disturbance or disruption to the general public is considered to be considerable. However, the site is to be vacant and will be hoarded off to prevent the public gaining access to the works.
20. The construction of new homes for rent and the refurbishment of Maydew House which is currently largely empty and where a decant programme is underway will have a positive impact on the local community and the council's housing waiting list.
21. The proposed environmental works will not adversely affect any one particular group and the relocation of the Bede centre will enable the management of the Bede to actively participate in the design in order to increase the benefit to the local community of the Bede.
22. The successful contractor will be encouraged to utilise local labour markets to deliver the works.

Risk Mitigation

23. In order to expedite the vacation of the block and to assist with the re-housing of tenants in the block, officers have requested the cabinet member for housing approves an extension to the Cash Incentive Scheme specifically for the remaining

tenants in Maydew House. It is anticipated that 3 of the 5 remaining tenants in the block will be eligible for this scheme.

24. Housing operations continue to work with the remaining tenants in Maydew and colleagues within the council to ensure every tenant is registered correctly for re-housing and that direct offers meeting the needs of the relevant households are made in suitable time to facilitate any required legal action.

Consultation

25. All residents (tenants and leaseholders) in Maydew House and absent leaseholders have been consulted regarding the proposed total refurbishment works.
26. Housing Operations and Specialist Housing Services are working to re-house the current building occupants.
27. Formal consultation with leaseholders on these proposals took place within the options appraisal process and since the cabinet approval, financial settlements have been agreed with all leaseholders to buy back the leases.
28. A project team incorporating tenants who wishes to return upon the completion of the contract has been formed and meets on a regular basis to act as a conduit for information flow between the residents in general and officers.

Timetable

Activity	Complete by:
Forward Plan	
DCRB Review Gateway 1 CCRB Review Gateway 1	16 June 2014 19 June 2014
Notification of forthcoming decision—despatch of cabinet agenda papers	10 July 2014
Approval of Gateway 1: Procurement strategy report	22 July 2014
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	1 Aug 2014
Issue Notice of Intention	N/A
Apply for planning approval	19 Nov 2014
Planning approval granted	05 June 2015
Completion of tender documentation	02 Feb 2015
Advertise the contract	16 Feb 2015
Closing date for expressions of interest	
Completion of short-listing of applicants	24 April 2015
Invitation to tender	29 April 2015
Closing date for return of tenders	23 June 2015
Completion of any interviews	10 July 2015
Completion of evaluation of tenders	17 July 2015
Issue Notice of Proposal	N/A
Forward Plan	23 July 2014
DCRB Review Gateway 2 CCRB Review Gateway 2	20 July 2015 24 July 2015
Notification of forthcoming decision – despatch of cabinet agenda papers	
Approval of Gateway 2: Contract Award Report	19 Aug 2015

Activity	Complete by:
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	20 Aug 2015
Alcatel Standstill Period (if applicable)	31 Aug 2015
Contract award	03 Sept 2015
TUPE Consultation period	N/A
Place award notice in Official Journal of European (OJEU)	14 Sept 2015
Contract start	05 Oct 2015
Contract completion	04 Oct 2019

Financial implications

29. This report provides an update on a project agreed at cabinet on 22 July 2014. There are no specific resource issues contained within this report and all related costs are expected to be contained within existing approved budgets.

SUPPLEMENTARY ADVISE FROM OTHER OFFICERS

Director of Legal Services

30. This report asks cabinet to note the information within the update report and the risks to the projected vacant possession date.
31. There are no specific legal implications arising from this report.
32. In-house and external lawyers are involved in this project and will continue to provide specific advice as and when required.

Strategic Director of Finance and Corporate Services (FC14/040)

33. This report is updating cabinet on the progress of the Abbeyfield Estate HINE (High Investment Needs Estate), Maydew House works.
34. The strategic director of finance and corporate services notes that there are no financial implications arising from this report as the costs of the scheme are expected to be contained within existing approved budgets.

BACKGROUND DOCUMENTS

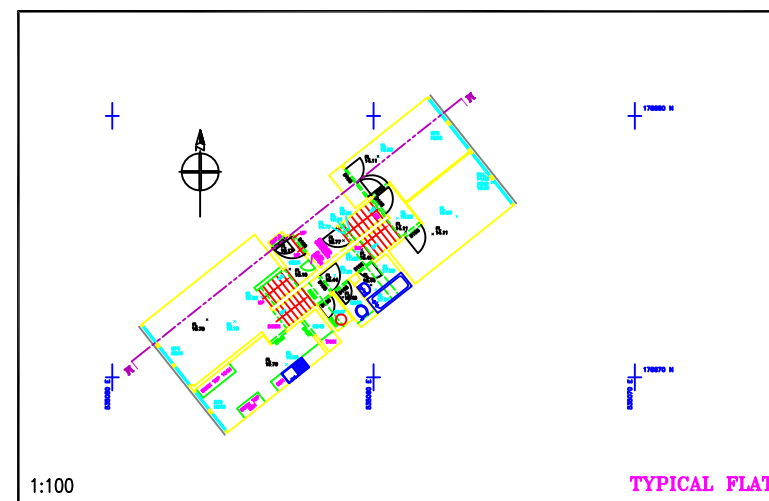
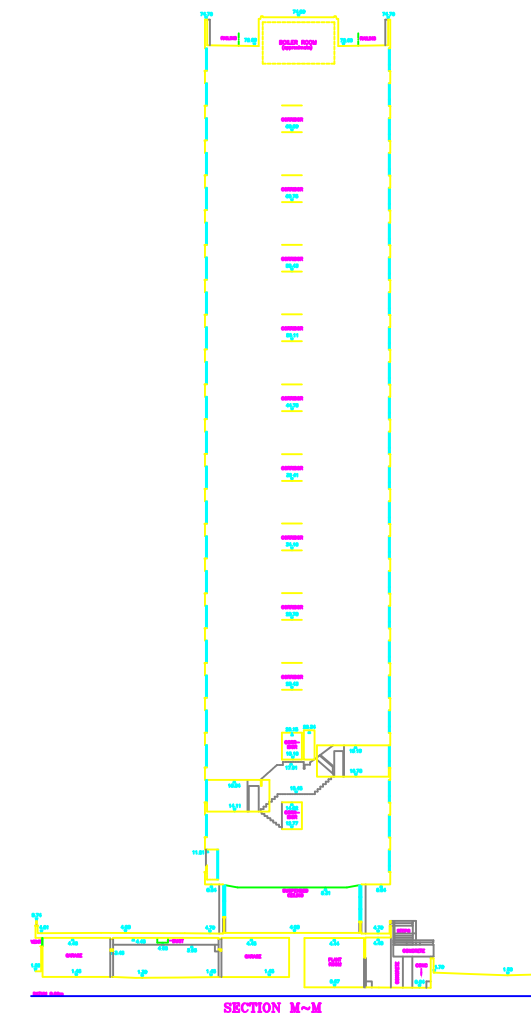
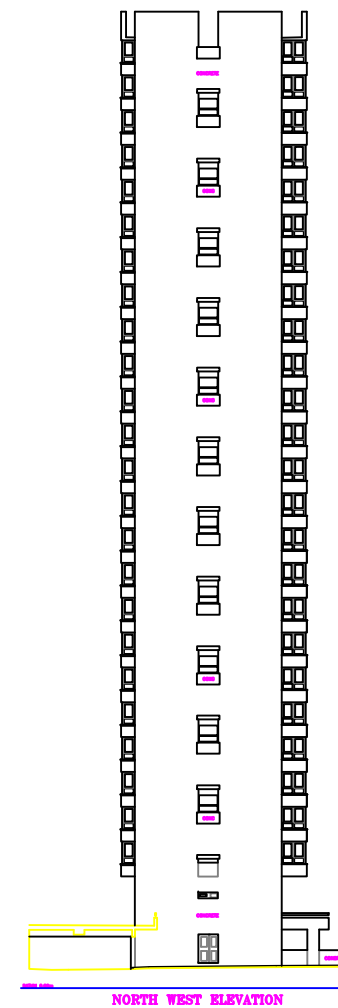
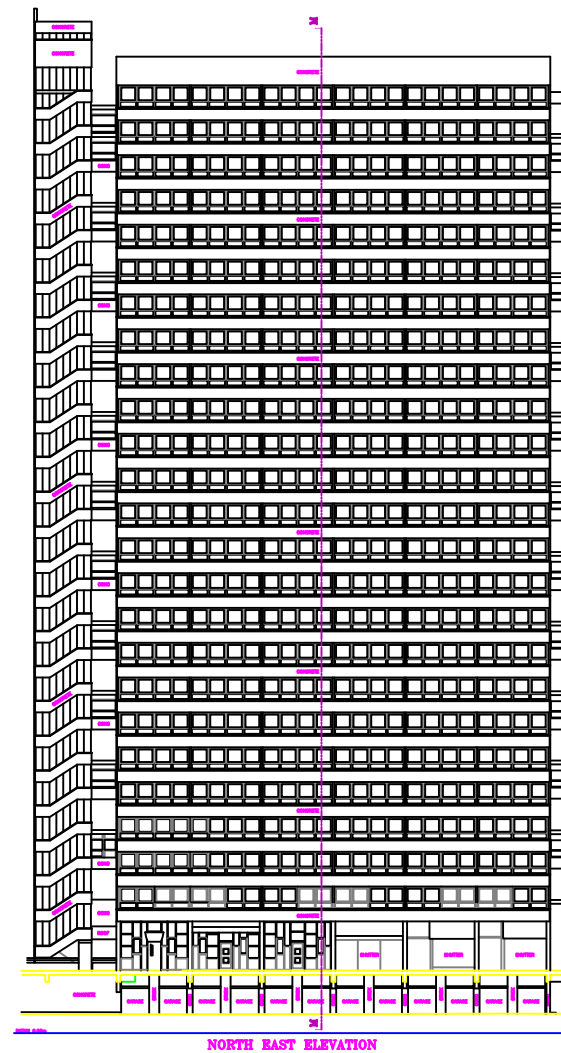
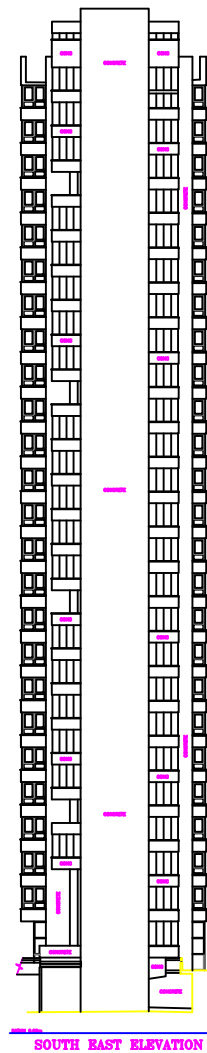
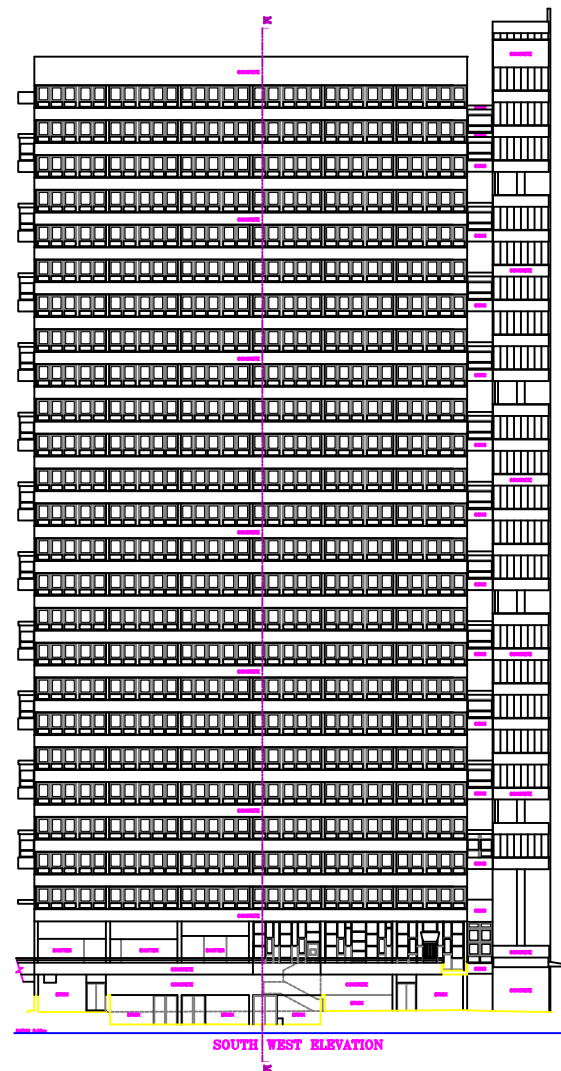
Background Documents	Held At	Contact
None.		

APPENDICES

No	Title
Appendix 1	Existing elevations
Appendix 2	Proposed north west elevation
Appendix 3	Impression of north west elevation showing massing for adjacent new build block

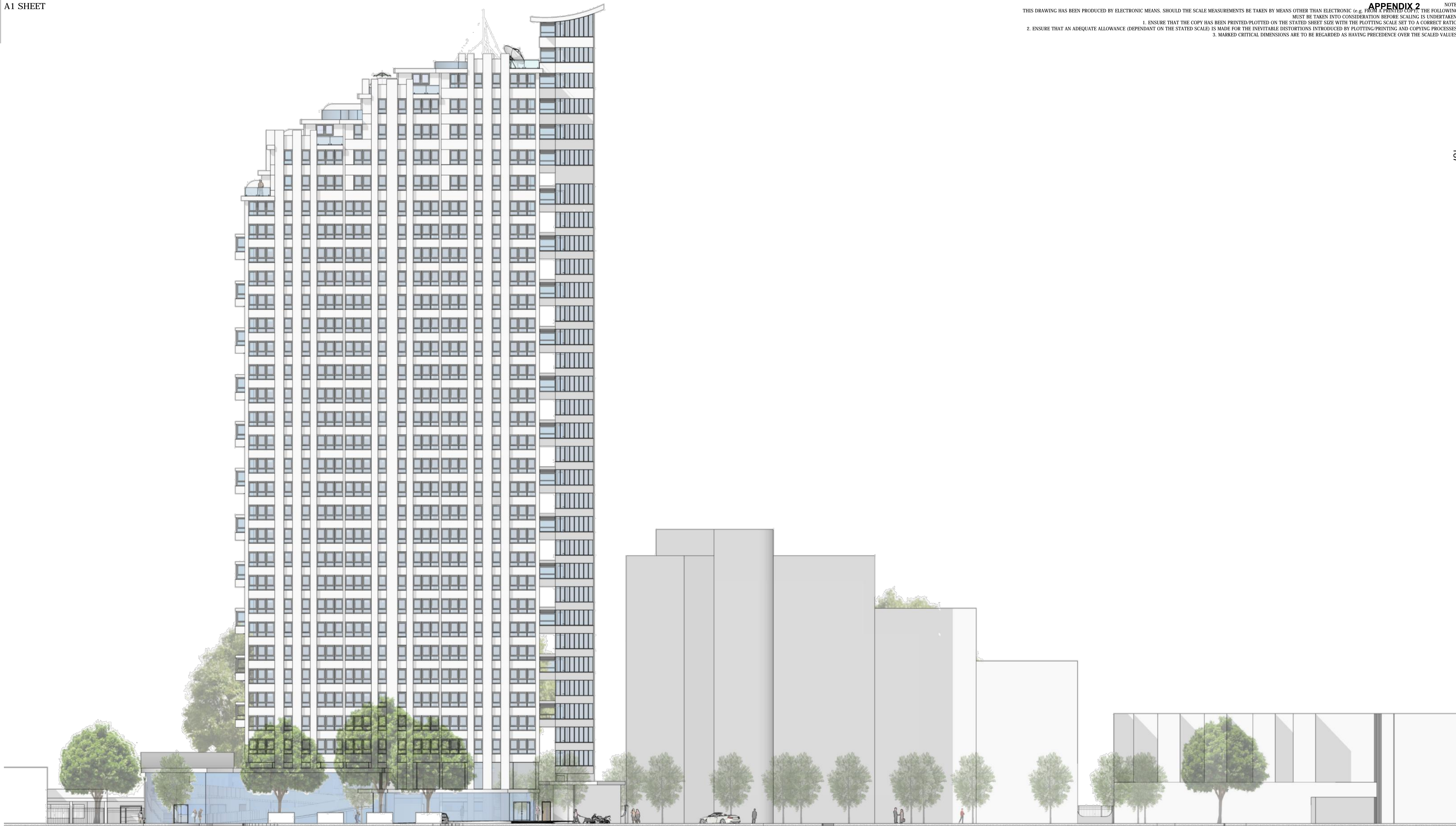
AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Housing	
Lead Officer	David Markham, Head of Major Works	
Report Author	Kevin Orford, Project Manager, Bermondsey & Rotherhithe	
Version	Final	
Dated	15 January 2015	
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 Services	Yes	Yes
Head of Specialist Housing Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	15 January 2015	



SURVEY LEGEND BUILDING SURVEY: 0000 FLOOR TO CEILING HEIGHT (FLOOR) 0001 FLOOR TO CEILING TOP 0002 FLOOR TO WINDOW TOP 0003 FLOOR TO WINDOW TOP 0004 FLOOR TO CEILING TOP 0005 FLOOR TO CEILING TOP 0006 FLOOR TO CEILING TOP		KINGS Land and Architectural Surveys (UK) Land Surveys Limited The Coach House, 24 Bridge Street, Lutterworth, Cambs, LE17 9BE Tel: 01552 825200 Fax: 01552 825209 Email: info@kingsland.com www.kingsland.com	
LEVELLING NOTES ALL LEVELS ARE BASED ON O.D.S.M. VALUE 2.705m TAKEN ON BRICK WALL AT JUNCTION OF BUSHBURY PARK ROAD AND DRUMMAGE ROAD. ONE IS BASED ON METEOROLOGICAL COORDINATES FITTED BY BEST FIT TO LOCAL POINTS. ALL FLOOR LEVELS ARE TAKEN IN OWNERS.		Project No: MAYDEVE HOUSE ABBEYFIELD DEVELOPMENT Drawing No: ELEVATIONS, SECTION & TYPICAL FLAT	
Client: LEVITT BERNSTEIN		Date: Scale: 1:200 Drawn by: HSB Checked by: J.L. Approved by: AK Date: JUN 2010	
Rev.	Date	Description	By
			94171.0001

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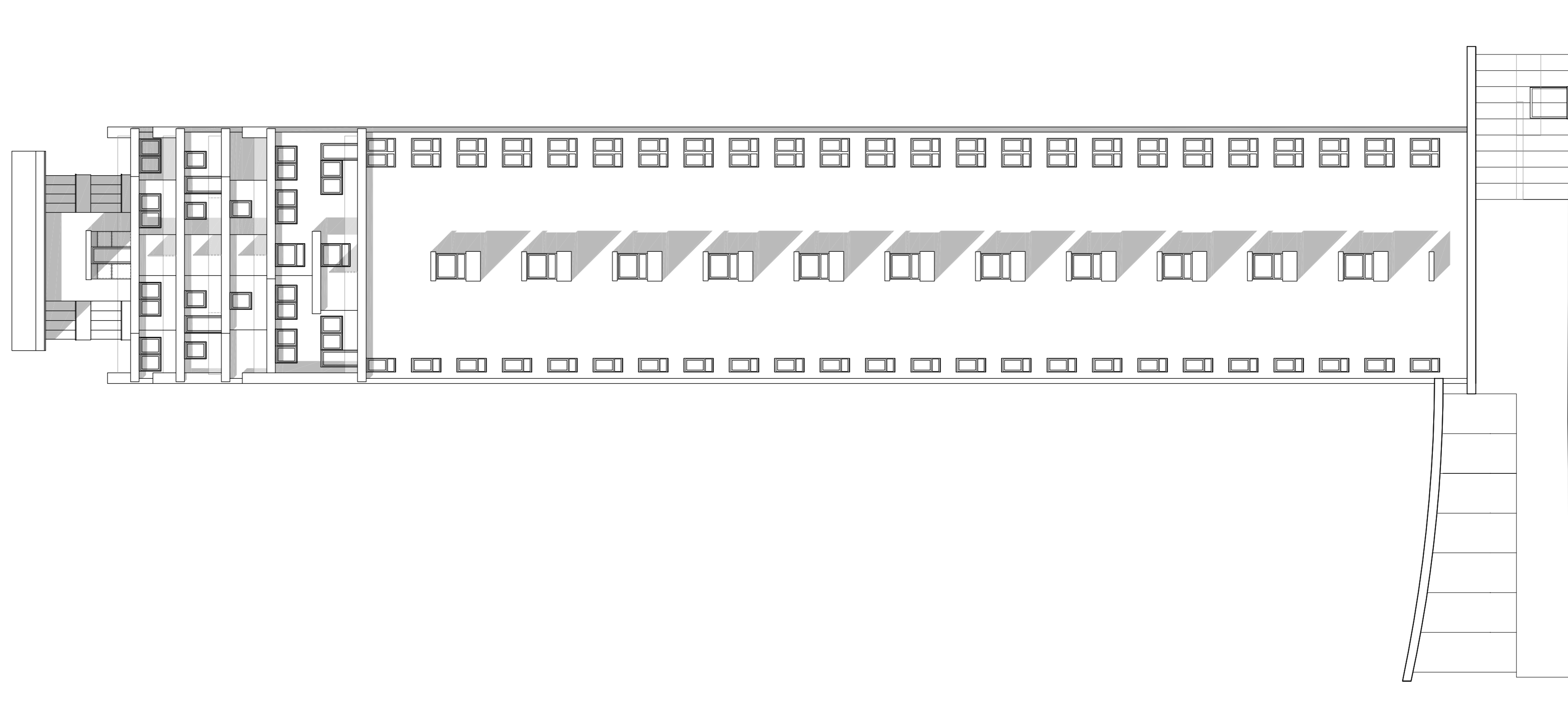
Client
 London Borough of Southwark
 Project
 Maydew House, Abbeyfield Road
 Title

Proposed North West Elevation
 Scale: 1:200@A1 Date: 21/10/14 Drawn By: MG Checked By: RJD Project No: K130698 Drawing No: 214 Revision: -

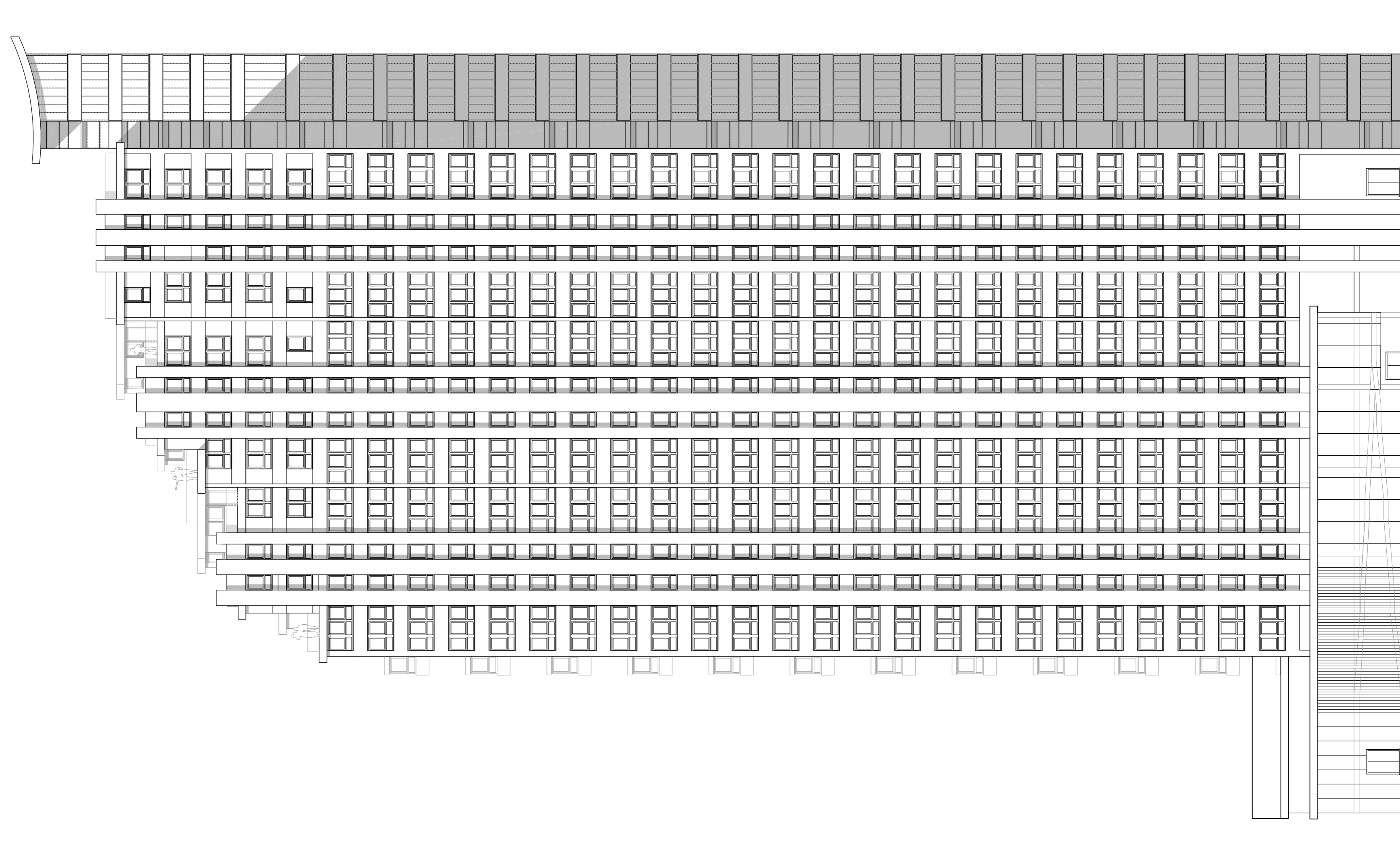
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NORTH WEST ELEVATION



SOUTH WEST ELEVATION

REV.	DESCRIPTION	DATE	INIT.	CHKD.



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Client: London Borough of Southwark
 Project: The Maydew House, Abbeyfield Road
 Proposed Elevations - NorthWest & SouthWest
 Scale: 1:200@A1
 Date: 09/05/14
 Drawn By: MG
 Checked By: RJD
 Project No: K130698
 Drawing No: 213
 Rev: -

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Item No. 17.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		Diversity Standard	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Communities, Employment and Business	

FOREWORD – COUNCILLOR IAN WINGFIELD, DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES, EMPLOYMENT AND BUSINESS

In 2014 we set out a renewed fairer future vision aimed at making Southwark a fairer place to live, where all residents have the opportunity to fulfill their potential. Underpinning all of this are our principles of:

- 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 potential
- Making Southwark a place to be proud of.

We want Southwark to be a place where our residents, businesses and voluntary and community sector work together with the council and other statutory partners to build strong and resilient communities that are actively engaged and where everyone in our diverse communities across the borough is treated fairly and with respect.

This diversity standard builds on this commitment to fairness by a shared statement of principles that the council and any organisation in the borough can sign up to. A commitment that clearly sets out how together we intend to place fairness and equality at the heart of everything we do so that we are all playing our part in promoting equality of opportunity, celebrating diversity and creating the conditions for strong and cohesive communities in Southwark to make it a place that we can all be proud of.

RECOMMENDATION

1. That the cabinet agrees to consult on the draft Diversity Standard as set out in Appendix 1.

BACKGROUND INFORMATION

2. In December 2011 the cabinet agreed the Approach to Equality. The Approach put equality at the heart of the Fairer Future Vision. The Equality Act 2010 does not require the council to have such an approach in place but this was developed in line with good practice and guidance from the Equalities and Human Rights Commission.

3. The approach set out:
 - how the council is working towards a Southwark that is tolerant, diverse and fair for all;
 - what people can expect from the council in terms of equality and diversity;
 - what the government expects of the council in particular the requirements of the Equality Act 2010
 - what the council is committed to doing in relation to equalities;
 - how the council is making equality part of its day to day business.

4. In July 2014 the council agreed a new council plan that sets out how the council will deliver the fairer future vision. One of the commitments made in the council plan is to build on the Equality Approach by introducing a new diversity standard to make sure that people from every community get their voices heard when decisions are made. This report sets out a consultation draft Southwark Diversity Standard, to implement this commitment.

5. The first part of the Standard is intended for all organisations within the Borough to sign up to private, public and voluntary and has been greeted with enthusiasm from those who have already been involved. It is intended, as a starting point, to aim for the following groups and then their wider membership to sign up to the standard:
 - the new Business Forum,
 - the Southwark Voluntary Sector Forum
 - the Multi-Faith Forum
 - the Forum for Equalities and Human Rights in Southwark
 - the Safer Southwark Partnership.

6. The second part of the Standard is the recognition that the Council has a public duty and legal obligation to promote diversity by ensuring that all its services in the borough are provided in a fair and accessible way to all residents.

KEY ISSUES FOR CONSIDERATION

7. The draft Diversity Standard proposes a set of standards that the council and external organisations can sign up to. It meets the commitment in the existing Council Plan to implement a strategy which recognizes and values the diversity of the borough.

8. The second part of the draft statement builds on the agreement in 2010 of a corporate community engagement framework. This sets out how the Council will implement the Diversity Standard and is intended to be a benchmark so that we can assess progress in implementation.

9. The report asks that the draft is shared with over-arching consultative forums within the community, voluntary and statutory sectors. It is hoped they would agree to the first part and then, as the Council has done, reflect on what specific actions they can take (in their own second part) to implement the objectives.

10. The Council, as a public body, also has statutory obligations under the Equality Act 2010 to tackle discrimination and promote diversity.

Implementation of the Southwark Diversity Standard

11. Following the adoption of the Southwark Diversity Standard those who have agreed to participate will display the Standard and accompanying visuals in prominent spaces in their premises.
12. The council will develop supporting tools and guidance for participating organisations that will be available on the council website and include case-studies of good practice in statutory, voluntary and private sectors.
13. Officers will continue to work with organisations in the borough to encourage more organisations to adopt the Standard.

Policy implications

14. The Diversity Standard will contribute to delivering the council's Fairer Future promises, as set out in the Cabinet report dated 2 July 2014 - Delivering a Fairer Future for all in Southwark. More specifically it will deliver the Council Plan commitment to 'introduce a diversity standard to make sure that people from every community get their voices included when every decision is made.' (The Revitalised Neighbourhoods theme).
15. The Diversity Standard builds on the protected characteristics in the Equality Act 2010 and the council's Approach to Equality agreed in December 2011.

Community impact statement

16. This Diversity Standard once enacted will enable all communities to identify more easily how a decision affects them. It will also permit the Council and other bodies that sign up to it and consider the implications of a decision and how it impacts on diversity. Discussion with representatives of some of the key forums in the borough have already been approached and are keen to be involved in helping to shape and promote the standard.
17. The Diversity Standard addresses all nine strands of the council's equality agenda: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Financial implications

18. There are no additional costs to be incurred by consulting on the Standard as set out in this report, as existing staff will be utilised to consult the forums listed.

Consultation

19. The views of the following organisations will be sought through the consultation. A number of key companies in the borough that are being engaged on in advance of establishing the Business Forum will be consulted. The Forum for Equalities and Human Rights in Southwark has representatives from all the community-interest forums in the borough, i.e. Pensioners, Disability, and LGBT. The Safer Southwark Partnership involves key agencies who tackle issues pertinent to diversity such as hate crimes and domestic violence. It is also proposed that the Multi-faith Forum is approached not only to cover issues of religion but also to acknowledge their valuable contribution to social action. The Voluntary Sector will also be consulted through the regular liaison meeting the Council holds.

20. Details of the consultation will be reported back to cabinet in March and the draft Diversity Standard will be amended to reflect any considerations raised during the consultation. The Standard in its final form will be subject to final Cabinet approval.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

21. The director of legal services (acting through the employment section) notes the content of the report.
22. The report seeks cabinet agreement of a Southwark Diversity Standard in the attached draft form which is to be subject to consultation
23. This is a decision that can be made by the cabinet in accordance with part 3B (7 & 19) of our constitution:

(7) To promote human rights, equality of opportunity and the interests and particular needs of all those who experience discrimination or disadvantage by virtue of their race, gender, disability, sexuality or age;

(19) To have responsibility for all equalities and diversity matters concerning both employment policy and practices and service delivery and the active promotion of the council's equalities policies.

24. The relevant legislation is the Equality Act 2010, as set out in paragraph 2. Section 149 of the Equality Act 2010 introduced a single public sector equality duty (the PSED General Duty). It requires the council to have due regard in its decision making processes to the need to:
- Eliminate discrimination, harassment, victimization or other prohibited conduct;
 - Advance of equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
 - Foster good relations between those who share a relevant characteristic and those that do not share it.
25. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also applies to marriage and civil partnership, but only in relation to (a) above.
26. The council's "Approach to Equality", which was agreed by cabinet in December 2011, outlines the council's legal duties under the PSED General Duty as well as its obligations under the Human Rights Act 1998. It also sets out the council's commitment to embedding equality and human rights within the day to day responsibilities of all members, officers and contractors, as a part of day to day business. As the report notes in paragraphs 4 and 15, the proposed Diversity Standard is consistent with the Approach to Equality and a commitment to its introduction was included in the new Council Plan which was agreed by cabinet in July 2014.
27. The report states that the draft form of the Southwark Diversity Standard will be

subject to consultation and sets out, in paragraph 19, the proposed form of consultation. There is no explicit legal requirement under the PSED General Duty to engage with people but it does require public authorities to have an adequate evidence base for decision making. For analysis to be vigorous it follows there must be meaningful consultation and engagement with interested parties. The council's Approach to Equality also commits the council to engaging with the community through a wide range of channels; including with those that have an interest in key issues around equality and actively look for feedback on proposals where appropriate. The proposed form of the consultation is consistent with this.

28. Cabinet will note that the Southwark Diversity Standard in its final form will be subject to cabinet's agreement once the consultation process is completed.

Strategic Director of Finance and Corporate Services

29. As stated in paragraph 18 under financial implications, no additional costs are foreseen for the development of the standard and subsequent consultations. In the event that unexpected costs do arise, they will have to be managed by community engagement within the division's overall budget provision.

BACKGROUND PAPERS

Background Papers	Held At	Contact
Southwark Council's approach to equality: delivering a fairer future for all	Housing & Community Services / 160 Tooley Street, London SE1 2QH	Darryl Telles 020 7525 1787
Link: http://www.southwark.gov.uk/downloads/download/2921/southwark_councils_approach_to_equality_delivering_a_fairer_future_for_all		

APPENDICES

No.	Title
Appendix 1	The Southwark Diversity Standard (Consultation Draft)

AUDIT TRAIL

Cabinet Member	Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Communities, Employment and Business	
Lead Officer	Stephen Douglass, Head of Community Engagement	
Report Author	Darryl Telles, Neighbourhoods Manager	
Version	Final	
Dated	15 January 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 for Finance and Corporate Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		15 January 2015

APPENDIX 1

The Southwark Diversity Standard

Part 1: A Fairer Future for All

We want to create a fairer future for all in Southwark by protecting the most vulnerable; by looking after every penny as if it was our own; by working with local people, communities and businesses to innovate, improve and transform public services; and standing up for everyone's rights.

As a central London borough, our mission is to enhance the things that make Southwark special - its immense diversity and vast depths of untapped potential. Helping to unlock those talents, with nobody left behind, is what we are about.

People in the borough should be able to enjoy the enormous benefits and seize the opportunities that living in central London offers.

Between us, we have the knowledge, skills and creativity to solve the major problems we are facing together. This spirit of cooperation goes beyond just problem-solving.

We will look honestly at everything we do and ask: 'can we do it better?'. We'll work to get things right first time, every time and say so when things have gone wrong. We will improve our customer service with our citizens and get them more involved with local decision making.

Our approach is underpinned by empathy, openness and trust. This is not a borough where cultures clash, but where by coming together Southwark residents create a strong sense of community. We will reflect this as an organisation by showing residents true compassion and the same care and consideration that we show members of our own families.

We'll build a fairer place to live, where our tenants have homes that are warm, dry and safe, and where we care for the old and vulnerable.

We will put in place policies that support young people to encourage their aspirations and to make the best of themselves with access to the jobs, the best education and training opportunities that living in the heart of the capital city should offer.

We will work together with residents, businesses and partners to transform public services for the people of Southwark. We will foster a culture of innovation and imagination that enables us to build a brighter future for all.

We'll also work with our residents and the police to make the streets safer. We'll encourage healthy lifestyles among individuals and families by having quality parks, open spaces and leisure services.

Over the longer term, regeneration in the north of the borough will continue to pull the benefits of being in the centre of London southwards towards Elephant and Castle and beyond. This regeneration must work for local people and the benefits be felt right across the borough.

We know that, given the levels of deprivation in Southwark, the cuts to our budget will disadvantage our borough disproportionately. But we will be guided by our budget principles and will listen to local people, seek to protect our most vulnerable residents, whilst at the same time aiming to preserve quality front-line services for all of our residents.

We have to focus our limited resources on the areas where we feel we can make the most positive impact in delivering our fairer future vision. But securing a fairer future is more than just what the council can do with its own resources. The borough has a rich array of talents, for example those who are helping others day in day out through local voluntary and community organisations, and strong communities in street after street across our borough.

Our commitments to diversity explain how the council is working towards a Southwark that is tolerant, more equal and fair for all. It sets out what people can expect from the council, what the Government expects of us, and what the council is committed to doing. It explains our approach to advance equality of opportunity in the borough by making equality part of our day-to-day business.

As a council, we will believe that citizens can become stronger through the practice and respect of human rights with the belief that all citizens in Southwark are treated with fairness, respect, equality, dignity and autonomy.

This standard is designed to be one that the council, its partners and others in the business and voluntary and community sector can sign up to.

Our Commitments to Diversity

This Standard is about encouraging equality of opportunity, respect for diversity and preventing unlawful discrimination in the relationship with customers, service users and residents. It applies in respect of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

All staff make a contribution to the standard by treating each other and customer, service users and residents fairly and with respect, following the principles in the workplace and challenging behaviour and processes that are inappropriate.

In complying with the Standard our commitment is to:

Make sure that everyone who needs to can access our services and make sure that they are tailored to meet the diverse needs of our service users and our staff.

Make sure that all our staff at every level are aware of and contributing to our commitment to equality and diversity.

Actively promote equality of opportunity and good relations between all sections of the community and get actively involved in our local community, contributing to mixed diverse and cohesive communities.

Ensure in the way we do business that there is a welcoming culture where everyone is treated with respect and dignity, everyone feels valued and everyone who needs to has the opportunity to gain access to the goods, services and facilities that we provide.

Not discriminate unlawfully, or victimise or harass anyone in the course of carrying out our business.

Make equality and human rights part of everything we do treating people fairly and with respect and understanding, celebrating and promoting difference.

Provide services to customers in a way that respects diversity and consider how our services can affect different groups differently taking action to tackle barriers to access where these exist.

Make reasonable adjustments to ensure that customers and service users with disabilities and staff are not placed at a disadvantage compared to those who are not disabled.

Our approach to recruitment and throughout employment encourages equality of opportunity and respect for diversity. Our approach to staff development and progression is fair, makes sure everyone has the opportunity to fulfill their potential and takes action to address any barriers faced by specific groups. We actively work to create a workforce at every level that is representative of the local community or customers.

Understand that people living in poverty and those on low incomes experience barriers to equality of opportunity and take action to tackle these barriers where they exist.

Ensure that all our workers are paid at least the Living Wage.

Ensure that we do not use zero hours contracts in place of permanent contracts.

Work with our local community and local community organisations to tackle inequality for example by supporting people to develop the skills they need to participate economically, culturally and socially

Deal with any complaints of discrimination promptly, fairly, openly and effectively.

Welcome feedback engaging customers, service users and the community and understand how our decisions impact on different groups of people. Collect information from service users in a range of ways to gain a better understanding of our customers and their diverse needs.

Encouraging other employers to adopt similar practices.

Part 2: What the Council will do to meet the Standard

We are a public authority and are bound by the Equality Act 2010. The duty covers groups of people, referred to in the Act as sharing the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sex, and sexual orientation.

The Public Sector Equality Duty requires us to have regard for the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

Southwark is one of the most diverse boroughs in London. It is culturally diverse and is a beacon for attracting global talent from around the world. By using the standard the authority will be able to assess whether it involves all those communities and has in place effective engagement structures.

This Standard builds on the **Community Engagement framework**, and

- 1) Describes the ways in which it will work with the local community in making decisions;
- 2) Sets the criteria for selecting those groups who require attention for equalities considerations;
- 3) Adheres to principles in terms of decision-making.

Ways in which we will work with the community

We will **involve** people in Southwark in the planning, delivery, monitoring and evaluation of services. We shall do this by in seven ways:

1. Asking what services people want through community conversations, questionnaires and surveys
2. Arranging meetings either virtual or real, to consult on what type of services people want through discussion forums, using My Southwark and encouraging petitions and deputations
3. Devolving more decision making to the locality whether it is the estate, neighbourhood or area by holding meetings which allow people to participate.
4. Deliberating on decisions in an open and transparent way by Leaders Question Time, Cabinet and Assembly meetings in public
5. Providing feedback through people on what decisions are made, why certain views were taken into account and why others were not through regular and up to date information on the website

6. Monitoring and evaluating our services to see who uses them and who doesn't and changing them to adapt to new needs

Selecting those groups who require attention for equalities considerations

Diversity means appreciating, understanding and valuing the differences within Southwark and enabling everyone in the borough to participate.

We acknowledge that some groups of people face discrimination and have intentional and unintentional barriers placed between them and the Council, which limits their involvement. Specifically we will ensure all our decisions are made by ensuring we take into account:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

To enable this we will use existing forums which cater for these groups alongside wider consultation, as well as ensuring any information we provide on services meets the needs of these people as outlined in 'Our Commitments to Diversity' set out in the first part.

Principles of inclusive decision-making

The key principles that we will use in making decisions, are that we will:

- Be clear about what the scope of our engagement is, whether we are communicating, consulting, deciding together or acting together.
- Engage when we know it will make a difference, when there is a real opportunity for people to have an impact and influence decisions on issues that local people care about.
- Engage at the right time, at an early enough stage for there to be an opportunity to genuinely influence a policy or service
- Allow sufficient time for good quality engagement to take place.
- Be clear about what we are asking, what opportunities there are to shape services and be honest about what can and can't be achieved.
- We will ensure that our engagement is accessible and targeted to those it needs to reach using a variety of engagement methods to broaden participation and overcome any barriers people may have in engaging with us.
- Aim to engage as widely as possible so that we increase engagement with those who are not already in touch with the council.
- Tell people what has happened as a result of their engagement

Item No. 18.	Classification: Open	Date: 27 January 2015	Meeting Name: Cabinet
Report title:		London Councils Grants Scheme 2015-2016	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Ian Wingfield, Deputy Leader and Cabinet Member for Communities, Employment and Business	

FOREWORD – COUNCILLOR IAN WINGFIELD, DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES, EMPLOYMENT AND BUSINESS

The London Councils’ Grants Scheme plays a valuable role in enabling voluntary organisations to provide services to people in need across London as a whole. This pan-London approach to grant making adds value to the outcomes that each borough’s commissioning programme achieves. In addition, it improves access to services and the personal safety of clients e.g. for victims of sexual and domestic violence where mobility is critically important.

The four defined priority areas of Homelessness, Sexual and Domestic Violence, Poverty and Capacity Building match the needs of some of the most vulnerable in this borough. These needs are consistent with our own Fairer Future vision and strategic priorities for residents. A number of Southwark based organisations are funded by this scheme to deliver services to meet these needs e.g. Thames Reach and St Mungo’s. This supplements the funding already invested by the council. Funding for second tier organisations such as the Refugee Council, Age Concern or London Voluntary Service Council also helps support the work of voluntary organisations in Southwark.

The individual borough contributions are based on population estimates and grants are awarded to tackle deprivation and meet needs. Southwark residents are net beneficiaries of this programme due to the relative poverty and deprivation in the borough. In response to both the austerity and Localism agendas the Borough Levy that makes up the majority of the Scheme has been radically reduced in recent years following a major review of commissioning. For 2011/12 the total Scheme budget was almost £21 million whereas the proposed budget for 2015/16 is £10 million. This is the same level as for the last 3 years. Due to an increase in population there is a slight increase in Southwark’s contribution this year.

The main focus of monitoring by the Grants Committee is on the delivery of outcomes. Annual and quarterly reports are submitted and these include how partners, including boroughs are kept informed. The Committee has no major concerns about under performance by organisations. Only about 5% of their budget is allocated to administration and monitoring.

I would recommend that cabinet approve Southwark’s contribution for 2015/16.

RECOMMENDATION

1. That the cabinet approve Southwark Council's contribution to the London Councils Grants Scheme of £319,175 for 2015/16, subject to approval of the council budget by the council assembly in February 2015.

BACKGROUND INFORMATION

2. The London Councils Grants Scheme was established following the abolition of the Greater London Council as a means of maintaining support to voluntary organisations providing London-wide services. Organisations supported by the scheme are required to provide services across at least two London boroughs in order to qualify for support.
3. Constituent councils are required to contribute to the London Councils Grants Scheme under Regulations 6(8) of the Levying Bodies (General) Regulations 1992. Individual council's contributions should be proportionate to their populations. For 2015/16 the apportionment is based on the Office for National Statistics (ONS) June 2013 estimate of population.
4. In accordance with the Grants to Voluntary Organisations Order 1992 which came into effect on 2 November 1992 and remains in force, two-thirds of constituent councils must agree the budget before 1 February 2015. If not the overall level of expenditure will be deemed the same as that approved for 2014/15 which totalled £10,000,000.

KEY ISSUES FOR CONSIDERATION

London Council's 2013–14 to 2016-17 funding programme

5. The principles and priorities of the current programme were set by the London Councils Leaders' Committee in 2012.
6. The principles agreed are to commission services:
 - That deliver effectively and can meet the outcomes specified by London Councils, rather than funding organisations
 - Where there is clear evidence of need for services that complement borough services
 - Where it is economical and efficient to deliver services on a London wide basis or where mobility is key to delivery of a service to secure personal safety
 - That can not reasonably be delivered locally, at a borough or sub-regional level
 - That work with statutory and non-statutory partners and contribute to meeting the objectives of the Equality Act 2010.
 - Services which satisfy the principles outlined above were required to meet at least one of the following priority areas in order to be eligible for receipt of funding from the scheme.

7. The four priority areas agree are:
- Tackling homelessness amongst individuals and households through direct services and/or developing new ways of working with partners to generate housing and accommodation and access services
 - Sexual and domestic violence support services
 - Tackling poverty by promoting access to employment and training drawing on opportunities for match funding provided by boroughs working with London Councils and European Social Fund.
 - Providing support to London's voluntary and community organisations enabling those organisations gain access to funds, skills and resources to provide effective services to communities.
8. The Leaders' Committee agreed for the current round of the Programme to run from 2013-14 to 2016-17, subject to a review in 2014 of delivery rather than strategic priorities. This review has now taken place and the report stated that they considered projects to be delivering on achieving the objectives of the four priority areas and found them to be:
- Effective - all projects are meeting or exceeding their targets overall (i.e., in the RAG – red, amber, green - rating), and their record on equality and diversity is strong
 - Economical – there are no overspends and money unspent in one part of the Programme is quickly redirected to another part
 - Efficient – projects have to compete for funding, and they concentrate expertise and programme management.
9. Performance monitoring visits are carried out to check on the delivery of activities and the provider is visited at least twice a year. Officers continue to address issues raised at monitoring visits with project staff to ensure that the robust nature of programme oversight is maintained. There have been no payments held back from commissions in respect of under-performance in the current financial year. London Councils staff report on performance at the quarterly borough grants officers meeting.

London Councils Grants Scheme 2015/16 budget

10. The London Councils Grants Committee considered proposals for expenditure at its meeting on 26 November 2014 and these were ratified by London Councils Leaders' Committee on 9 December 2014.
11. The budget being recommended to constituent councils is set out below.

Overall Level of Expenditure	£10,000,000
-------------------------------------	--------------------

Made up of:

- | | |
|-------------------------------------|-----------|
| • London Councils Grants Programme | 7,540,000 |
| • Membership Fees to London Funders | 60,000 |

• ESF Co-Financing	1,880,000
• Operating (Non-Grants) Expenditure	453,000
• Central Recharges	102,000

Income will comprise of:

• Borough contributions	9,000,000
• European Social Fund grant	1,000,000

Community Impact Statement

12. The London Councils Grants Scheme enables voluntary organisations based throughout London to deliver services and activities within the four defined priority areas:
- Homelessness
 - Sexual and domestic violence
 - Poverty
 - Capacity building
13. Southwark contributes to the provision of these London wide services meeting the needs of some of the most vulnerable communities within Southwark and across London experiencing barriers to economic and social wellbeing. Southwark Council influences the pattern of the London Councils support through its representation on both Grants and Leaders Committees as a constituent council.
14. This funding is based on levels of deprivation and need. Residents in Southwark benefit from a wider range of services from organisations other than those simply based within the borough. Organisations based in Southwark also serve the populations of other London boroughs.
15. London Councils' funded services provide support to people within all the protected characteristics (Equality Act 2010), and in particular targets groups highlighted as particularly hard to reach or more affected by the issues being tackled. Funded organisations are also required to submit equalities monitoring data, which can be collated across the grants scheme to provide data on the take up of services and gaps in provision to be addressed. Their grants team reviews this annually.

Financial implications (26DKz14/15)

16. A base budget of £316,707 exists on cost centre CE411 to fund this contribution to London Councils' grant scheme. This is £2,468 less than the contribution of £319,175 due to the increase in Southwark's population relative to the other boroughs contributing to the scheme. The subscription will need to be considered within the context of the overall council budget-setting process.
17. For the 2014/15 subscription, London Councils applied a £27k one-off reduction in Southwark Council's subscription as it utilised some of the reserves it had

built up over time. As a consequence, it was decided that this one-off underspend on budget would be utilised to increase the Southwark VCS grant scheme. It must be noted that this reduction was a one-off and that the Southwark VCS grant scheme will have to be commensurately reduced in 2015/16 when compared to the grant scheme allocations for 2014/15. For clarity, it does not mean that the overall budget allocation for the 2015/16 grants scheme has been reduced by £27k.

Consultation

18. Southwark Council is represented on the London Councils Grants and Leaders Committee. In addition officers attend the London Councils Grants officers meetings chaired by Southwark's Community Engagement Senior Commissioning Officer. The Scheme requires two third of constituent councils to support the recommended budget. If this is not achieved then the budget will remain at the 2011/15 level.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

19. This report seeking the approval of the cabinet to approve the London Councils Grant Scheme 2015-2016.
20. The Director of Legal Services notes the contents of this report and confirms that under Part 3 B of the Constitution the cabinet has responsibility to formulate the council's overall policy objectives and priorities.
21. Pursuant to regulation 6(8) of the Levying Bodies (General) Regulations 1992 the council is required to contribute to the London Councils Grants Scheme.
22. The Equality Act 2010 introduced a single public sector equality duty. This duty requires us to have due regard in our decision making processes to the need to:
 - (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - (b) Advance of equality of opportunity between persons who share a relevant protected characteristic and those who do not share it
 - (c) Foster good relations between those who share a relevant characteristic and those that do not share it.
23. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also applies to marriage and civil partnership, but only in relation to (a) above.
24. The council is required to act in accordance with the equality duty and have due regard to the duty when carrying out its functions, which includes making decisions in the current context.
25. The report author refers at paragraph 11 to the fact that equalities have been considered.

Strategic Director of Finance and Corporate Services (FC14/038)

26. This report seeks cabinet approval for Southwark council's contribution to the London Councils Grants Scheme of £319,175 for 2015/16. The financial implications are detailed in paragraphs 12 and 13.
27. The strategic director of finance and corporate services notes the commitment. The commitment for 2015/16 can be contained within existing budgets and will be identified in the council's budget setting process.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Correspondence from London Councils: London Councils Grants Scheme Budget Proposals 2015-16 Committee Report	Community Engagement, Housing & Community Services, 160 Tooley Street London SE1 2QH	Angus Lyon 020 7525 4069
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4866&Ver=4		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Stephen Douglass, Head of Community Engagement	
Report Author	Angus Lyon, Commissioning Officer	
Version	Final	
Dated	16 January 2015	
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	16 January 2015	

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NOTE: Original held by Constitutional Team; all amendments/queries to
Paula Thornton/Virginia Wynn-Jones Tel: 020 7525 4395/7055

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