

Cabinet

Tuesday 20 September 2016

4.00 pm

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

Membership

Councillor Peter John OBE (Chair)
Councillor Stephanie Cryan

Councillor Maisie Anderson
Councillor Fiona Colley
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Victoria Mills
Councillor Johnson Situ
Councillor Mark Williams
Councillor Ian Wingfield

Portfolio

Leader of the Council
Deputy Leader and Cabinet Member for
Housing
Public Health, Parks and Leisure
Finance, Modernisation and Performance
Communities and Safety
Adult Care and Financial Inclusion
Children and Schools
Business, Employment and Culture
Regeneration and New Homes
Environment and the Public Realm

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

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Contact

Paula Thornton 020 7525 4395 or email: paula.thornton@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Councillor Peter John

Leader of the Council

Date: 12 September 2016



Cabinet

Tuesday 20 September 2016
4.00 pm

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

Order of Business

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

Item No.	Title	Page No.
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. The deadline for the receipt of public questions is midnight Wednesday 14 September 2016.	
6.	MINUTES	4 - 13
	To approve as a correct record the minutes of the open section of the meeting held on 19 July 2016.	
7.	DEPUTATION REQUESTS	
	To consider any deputation requests. The deadline for the receipt of deputations is midnight Wednesday 14 September 2016.	
8.	RESPONSE TO HEALTHY COMMUNITIES SCRUTINY SUB-COMMITTEE REPORT "TIME TO CARE: A FUTURE VISION OF CARE IN SOUTHWARK"	14 - 21
	To note the current actions and additional actions that are being undertaken to address the key recommendations made by the healthy communities scrutiny sub-committee.	
9.	SCRUTINY REVIEW OF SOUTHWARK'S NON-RESIDENTIAL PROPERTY	22 - 30
	To agree recommendations in response to the overview and scrutiny report on the review of the management of the council's non-residential property portfolio.	
10.	POLICY AND RESOURCES STRATEGY 2016-17 TO 2019-20: SCENE SETTING REPORT (INCLUDING FAIRER FUTURE MEDIUM TERM FINANCIAL STRATEGY AND INTEGRATED EFFICIENCY PLAN)	31 - 62
	To approve the updated Fairer Future Medium Term Financial Strategy (FFMTFS) and Integrated Efficiency Plan. To agree a four year finance settlement in line with the Local Finance Final Settlement in February 2016 for 2016/17 and for the next three years.	
11.	REFRESH OF COUNCIL PLAN 2014-18	63 - 83
	To recommend the proposed refresh of the council plan 2014-18 for agreement by council assembly on 30 November 2016.	

Item No.	Title	Page No.
12.	AYLESBURY REGENERATION DELIVERY	84 - 93
	To approve a series of actions to bring forward the delivery of the Aylesbury regeneration programme.	
13.	APPROVAL OF THE COUNCIL'S LOCAL IMPLEMENTATION DELIVERY PLAN, ANNUAL SPENDING SUBMISSION FOR 2017/18	94 - 104
	To agree the content of the council's proposed submission to Transport for London and to note the progress of the Southwark Cycling Strategy.	
14.	AGE FRIENDLY BOROUGH COMMUNITY CONVERSATION	105 - 116
	To approve outcomes and priorities to deliver an age friendly borough and to agree recommendations for establishing mechanisms for delivery.	
15.	SOUTHWARK PREVENT PARTNERSHIP DELIVERY PLAN	117 - 123
	To agree the Southwark Prevent Partnership Delivery Plan.	
16.	GATEWAY 2: CONTRACT AWARD APPROVAL - ASBESTOS CONSULTANCY SERVICES CONTRACT A - SURVEYING AND BULK SAMPLING AND CONTRACT B - AIR SAMPLING AND MONITORING	124 - 136
	To approve the award of contract A, surveying and bulk sampling and contract B, air sampling and monitoring.	
17.	GATEWAY 2: CONTRACT AWARD APPROVAL - SOUTHWARK REGENERATION IN PARTNERSHIP PROGRAMME DEVELOPMENT PARTNERS	137 - 181
	To approve the award of the Southwark Regeneration in Partnership Programme.	
18.	MOTIONS REFERRED FROM COUNCIL ASSEMBLY	182 - 198
	To consider motions on the following:	
	<ul style="list-style-type: none"> • Tackling the housing crisis • Motor neurone disease charter • School funding in Southwark • Tax compliance and procurement • A Cinderella line • Condemning hate crime • Rights of EU citizens. 	

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**19. MINUTES**

To approve as a correct record the closed minutes of the meeting held on 19 July 2016.

20. AYLESBURY REGENERATION DELIVERY**21. GATEWAY 2: CONTRACT AWARD APPROVAL - ASBESTOS CONSULTANCY SERVICES CONTRACT A - SURVEYING AND BULK SAMPLING AND CONTRACT B - AIR SAMPLING AND MONITORING****22. GATEWAY 2: CONTRACT AWARD APPROVAL - SOUTHWARK REGENERATION IN PARTNERSHIP PROGRAMME DEVELOPMENT PARTNERS**

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

Date: 12 September 2016

Item No.

Title

Page No.



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

Cabinet 20 September 2016

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

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

This notice issued in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 is to confirm that the cabinet meeting to be held on 20 September 2016 at 4.00pm, Council offices, 160 Tooley Street, London SE1 2QH will be held partly in closed session for consideration of the following items listed on the agenda:

Item 20: Aylesbury Regeneration Delivery

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

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

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

Everton Roberts
For Proper Constitutional Officer

Dated: 12 September 2016

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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 20 September 2016

LEAD OFFICER DETAILS

Name and contact details: Gavin Duncumb 020 7525 0685 or email:
gavin.duncumb@southwark.gov.uk

DETAILS OF THE REPORT

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

GW2 Asbestos Consultancy Services Contract A – surveying and bulk sampling and Contract B air sampling and monitoring

The contract relates to asbestos surveying and sampling and it is essential that the council has arrangements in place to meet its statutory requirements for identifying and managing asbestos within the housing stock.

The existing contracts are due to expire on 31 December 2016 and a minimum of 3 months is required for mobilising the contracts and TUPE consultation. A decision therefore needs to be taken at the 20 September 2016 cabinet to enable the contract timescales to be met.

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

The potential cost is reputational and financial for not having arrangements in place to meet the Control of Asbestos regulations.

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

The decision was included on the forward plan for consideration by cabinet in September 2016, however the forward plan did not indicate that it was likely that the report would be considered in closed session. The decision is closed under category 3 of paragraph 10.4 of the access to information procedure rules of the Southwark Constitution 'Information relating to the financial or business affairs of any particular person (including the Authority holding that information)'.

Everton Roberts
For Proper Constitutional Officer
Dated: 12 September 2016

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

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

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

DECISION MAKER

Name of decision maker: Cabinet

Date of meeting: 20 September 2016

LEAD OFFICER DETAILS

Name and contact details: Diana Hall 020 7525 7724
or email: Diana.hall@southwark.gov.uk

DETAILS OF THE REPORT

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

GW2 Contract Award Approval – Southwark Regeneration in Partnership Programme Development Partners

To approve the contract award for the Southwark Regeneration in Partnership Programme to deliver 606 new homes, commercial space/ community facilities that will be retained by the Council and associated infrastructure through the Greater London Authority's London Development Panel Development Agreement.

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

The potential cost is not readily quantified but it carries the risk of the developer losing confidence in the process and withdrawing their tender or protracting contract signing which in turn could delay start on site and risk the delivery of new council homes within the 2018/19 programme year. The development agreement is due to commence on 31 October 2016. A decision is therefore required at the September cabinet meeting to enable all the necessary arrangements to be in place by the agreed commencement date.

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

The decision was included on the forward plan for consideration by cabinet in September 2016, however the forward plan did not indicate that it was likely that the report would be considered in closed session. The decision is closed under category 3 of paragraph 10.4 of the access to information procedure rules of the Southwark Constitution 'Information relating to the financial or business affairs of any particular person (including the Authority holding that information)'.

Everton Roberts
For Proper Constitutional Officer
Dated: 12 September 2016



Cabinet

MINUTES of the OPEN section of the Cabinet held on Tuesday 19 July 2016 at 4.00 pm at the Council Offices, 160 Tooley Street, London SE1 2QH.

PRESENT: Councillor Peter John OBE (Chair)
Councillor Stephanie Cryan
Councillor Fiona Colley
Councillor Maisie Anderson
Councillor Barrie Hargrove
Councillor Richard Livingstone
Councillor Johnson Situ
Councillor Victoria Mills
Councillor Mark Williams
Councillor Ian Wingfield

1. APOLOGIES

All members were present.

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

The chair gave notice of a late deputation request received from Southwark Defend Council Housing Group in respect of Item 16: Southwark Council's response to the key housing aspects of the Housing and Planning Act 2016. This request was considered for reasons of urgency as specified in the relevant minute.

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 none.

5. PUBLIC QUESTION TIME (15 MINUTES)

No public questions were received.

6. MINUTES**RESOLVED:**

That the minutes of the meeting held on 7 June 2016 be approved subject to the following amendment:

Item 22, Nominations to Panels, Boards and Forums 2016/17, appointments to SACRE: Councillor Maria Linforth-Hall's name should be substituted with Councillor James Barber.

7. DEPUTATION REQUESTS

The late deputation request had not been circulated five clear days in advance of the meeting. The chair agreed to accept as urgent because the request related to an item on the agenda for cabinet (Item 16, Southwark Council response to the key housing aspects of the Housing and Planning Act 2016).

RESOLVED:

That the deputation be heard.

The deputation addressed the meeting and outlined their concerns in respect of the Housing and Planning Act 2016 and the proposed mitigation measures set out in the cabinet report. The deputation felt that the Housing and Planning Act represents a devastating attack on social housing and tenants. The deputation submitted written comments setting out all the points raised in their deputation.

8. FGM - A REPORT FROM THE OVERVIEW AND SCRUTINY COMMITTEE

Councillor Jasmine Ali, chair of the education and children's services scrutiny sub-committee presented the scrutiny report to cabinet.

RESOLVED:

That the recommendations be noted and that the cabinet member for children and schools brings back a report to cabinet within eight weeks, in order to respond to the overview and scrutiny committee.

9. A JOINT MENTAL HEALTH STRATEGY FOR SOUTHWARK

Councillors Jasmine Ali and Rebecca Lury, chairs of the education and children's services scrutiny sub-committee and healthy community scrutiny sub-committee respectively, presented this joint report to cabinet.

RESOLVED:

That the recommendations of the report be noted and that the cabinet members for adult care and financial inclusion and children and schools brings back a report to cabinet within eight weeks, in order to respond to the overview and scrutiny committee.

10. COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2015/16**RESOLVED:**

1. That the council's performance over 2015/16 against the council plan 2014-2018 be noted.
2. That it be noted that a refreshed council plan 2014-18 will be considered by cabinet in September 2016.

11. LONDON LIVING WAGE SYMPOSIUM REPORT AND RECOMMENDATIONS**RESOLVED:**

1. That the 'London Living Wage Symposium report' at Appendix 1 of the report be noted and endorsed, following the council's London Living Wage Symposium which took place in March 2016.
2. That the recommendations within the report that seek to contribute to a higher-wage economy, and specifically those recommendations for local government be noted and endorsed, which should:
 - Celebrate good practice in their local area and lead by example by becoming a Living Wage accredited employer
 - Make local arguments for pay and productivity, helping businesses to understand how they can gain more value from their workforce through a living wage policy
 - Align local skills with the productivity agenda, ensuring further and higher education provision is linked to employer need and demand
 - Join up pay campaigns with other cost of living issues, including housing.

12. REVENUE OUTTURN REPORT 2015-16, INCLUDING TREASURY MANAGEMENT**RESOLVED:**

1. That the favourable general fund outturn position for 2015-16 of £679,000 be noted.
2. That the key adjustments and reserve movements included within this final position be noted including:
 - the use of £4.0m contingency to partially address cost pressures for both

- temporary accommodation and no recourse to public funds (NRPF)
 - the utilisation of the agreed £6.163m reserve movement to balance the 2015-16 budget
 - the planned use of departmental and corporate reserves of £15.443m to support service priorities, capital, regeneration, modernisation and other key projects
 - the treasury management position statement for 2015-16
 - the housing revenue account (HRA) outturn deficit position for 2015-16.
3. That the general fund budget movements that exceed £250,000, as shown in Appendix A of the report be approved.

13. CAPITAL OUTTURN REPORT FOR 2015-16 AND CAPITAL PROGRAMME REFRESH FOR 2016-17 TO 2024-25

RESOLVED:

1. That it be noted that during 2015-16 there was a capital investment in the borough of £70.66m for general fund and £243.6m for the housing investment programme (HIP). This represents a 44% increase in investment in housing when compared to previous years.
2. That the 2015-16 capital investment in delivering the fairer future promises set out in paragraphs 12-20 of the report be noted.
3. That for 2015-16, it be noted that the general and housing capital programmes has been fully funded from capital receipts, reserves, revenue, planned use of capital reserves, section 106 funds and external contributions. There was no additional borrowing required.
4. That the general fund capital programme for the period 2016-17 to 2024-25 total programme of £527.88m detailed in Appendices A and D of the report be noted. Resources of £98.31m to be identified to fund this programme over this period.
5. That the housing investment programme for the period 2016-17 to 2024-25 of £1,147.8m as detailed in Appendix B of the report be noted; and that work is ongoing to ensure this programme is fully funded.
6. That the virements and variations to the general fund and the housing investment capital programme as detailed in Appendix C of the report be approved.
7. That the re-profiling of the budgets in line with projected expenditure for future years for both the general fund and housing investment programmes as detailed in Appendices A, B and D of the report be approved.

14. MAJOR WORKS STATUS REPORT INCORPORATING WARM, DRY AND SAFE

RESOLVED:

1. That the status of the housing investment programmes at the end of March 2016

with particular reference to achieving the Warm, Dry and Safe (WDS) standard be noted.

2. That the current warm, dry, safe (WDS) commitments and that the first year of delivering the kitchen and bathroom guarantee being delivered alongside the WDS investment be noted.
3. That it be noted that at the end of 2015/16 the housing stock stood at a 91.3% decency level. The pre-WDS figure was 56% in April 2010.
4. That it be noted that over 30,000 properties had received works or were in the process of receiving works to their homes or blocks at the end of March 2016 as part of the WDS programme.
5. That it be noted that over £130m of Greater London Authority (GLA) funding has been drawn down to help deliver the programme.
6. That it be noted this report will be sent to Home Owners' Council, Tenant Council and Future Steering Board following cabinet approval.

15. NEW HOMES DELIVERY PROGRAMME

RESOLVED:

1. That the progress at the end of May 2016 on the new build programme and the interim target to deliver 1,500 homes by 2018 be noted.
2. That it be noted that the business plan supports the delivery of 1,500 homes.
3. That a further paper be brought to cabinet later in autumn 2016 outlining options for the long term plan for the provision of homes as part of a refresh of the wider housing strategy.

16. SOUTHWARK COUNCIL'S RESPONSE TO THE KEY HOUSING ASPECTS OF THE HOUSING AND PLANNING ACT 2016

The cabinet expressed their opposition to the Housing and Planning Act 2016 and pledged their commitment to continue to campaign against this Act.

RESOLVED:

1. That Southwark Council's proposed mitigating actions in response to the Housing and Planning Act 2016 as set out in Appendix A of the report be agreed.
2. That the Southwark Housing and Planning Act communication and engagement plan as set out in Appendix B of the report be agreed.
3. That officers continue to identify opportunities to engage with local authorities, the Greater London Authority (GLA) and other partners to seek to mitigate the impacts of the Act on the council's investment plans.

4. That officers bring a report to cabinet in autumn 2016 setting out a refresh to the council's housing strategy.

17. APPROPRIATION OF LAND AT BOURNEMOUTH CLOSE FROM HOUSING TO PLANNING PURPOSES

RESOLVED:

1. That it be confirmed that the land edged black on the plan at Appendix 1 of the report that is currently held for housing purposes, is no longer required for those purposes.
2. That the appropriation of the land to planning purposes to facilitate the carrying out of the development proposals for the area in accordance with section 226 of the Town and Country Planning Act 1990 and section 122(1) of the Local Government Act 1972 be approved.

18. MOTIONS REFERRED FROM COUNCIL ASSEMBLY 16 MARCH 2016

RESOLVED:

Building more affordable homes in Southwark

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

That council assembly:

1. Notes the escalating housing crisis in London and Southwark and the desperate need for more genuinely affordable housing for residents.
2. Further notes the negative impact that policies in the Conservative government's Housing and Planning Bill will have on the construction of new affordable homes and access to existing affordable housing. These policies include:
 - Extending the right to buy to housing association tenants.
 - Requiring councils to sell vacant high-value properties to fund the extended right to buy policy.
 - Introducing a 'Pay to Stay' scheme, where households with an income over £40,000 pay a higher rent to stay in their council or housing association home.
 - Forcing local authorities to reduce tenants' rents by £1 a week and thereby reducing the council's housing budget by £62.5m.
 - Extending the definition of 'affordable housing' to Starter Homes and requiring councils to promote them.
 - A reduction in the annual benefit cap for families to £23,000 in London making private rented housing even more unaffordable.

3. Acknowledges the steps the administration is taking in Southwark to solve the housing crisis, including building 11,000 new council homes over thirty years, the first 1,500 of which will be delivered by the end of 2018.
4. Condemns the previous Conservative/Liberal Democrat government for cutting the affordable housing grant by 70%, making it more difficult for councils to build much-needed affordable homes.
5. Believes that the scale of the housing crisis requires additional help from the Mayor of London to build new social rented housing in Southwark and other boroughs.
6. Calls on the cabinet to support plans for the future Mayor of London to:
 - support councils and housing associations to build homes for social rent
 - support councils to enforce clear, new rules to maximise the affordable housing in new developments
 - support Londoners struggling to rent private by providing Homes for London Living Rent and improving Londoners' experience of private renting by enabling London councils to strengthen renters' rights over tenancy lengths, rent rises, and the quality of accommodation
 - provide homes to buy for Londoners, including for first-time buyers, by building new homes on land owned by the Mayor and tying in long-term planning for new and affordable homes with new transport infrastructure, including the Bakerloo Line extension.

Transport improvements

That the motion referred from council assembly as a recommendation to cabinet, set out below be noted. Additionally, the recent motion agreed at council assembly on 13 July 2016 condemning Govia Thameslink Railway (GTR) for failing to provide an adequate and reliable service for passengers, believing that the government should strip GTR of its franchise and allow Transport for London to run the service also be noted.

1. That council assembly realises how essential good public transport is for residents in Southwark to carry out their day to day lives.
2. That council assembly recognises that transport fares are one of the biggest costs many households in the borough face.
3. That council assembly also is aware of the significant transport problems on trains across south east London, including overcrowding at London Bridge, Peckham Rye and Canada Water Stations, proposed ticket office closures, and unacceptable delays, cancellations and lack of capacity on the Govia Thameslink's Catford loop affecting passengers at Nunhead, Peckham Rye, Denmark Hill, and Elephant and Castle and reiterates its call for Transport for London (TfL) to run all rail services in south east London in order to have a properly integrated transport system.
4. That council assembly acknowledges this administration's commitment to prioritising sustainable journeys, including walking and cycling, to help minimise the

environmental impact of transport and make this borough a safer, cleaner and healthier place to live and work.

5. That council assembly believes that our city needs a Mayor who will stand up for Londoners and deliver affordable, reliable public transport, and therefore welcomes London Mayoral candidate Sadiq Khan's commitments to:
 - Freeze all TfL Underground, Docklands Light Railway and Overground and travelcard fares for four years, freeze bus fares following a first-year cut in fares, and introduce a one-hour bus ticket;
 - Push TfL to take on more London commuter rail services so that responsibility for all transport within London lies with the Mayor;
 - Ensure that London councils are given a central role in planning London's transport infrastructure;
 - Champion new measures to encourage cycling and walking and prioritise 'Quiet Ways' to broaden London's safe cycle network, completing the roll out of the existing town centre cycling improvement plans; and make it easier and safer for our residents to cycle around the borough.

19. GATEWAY 2: CONTRACT AWARD FOR THE PARKS GROUND MAINTENANCE SERVICE

RESOLVED:

1. That the award of the contract to maintain the council's parks and open spaces to Quadron Services Limited (QSL) commencing from October 2016 at an annual value £2,761,435 for a period of seven years with an option to extend for a period or periods of up to a further seven years making a total revenue value of £38,660,090 be approved.
2. That it be noted that QSL's tender assumes a capital cost of £1,179,748 in year 1 by the council for the purchase of capital equipment being vehicles and plant items for use in the contract for the initial seven year period as detailed in paragraphs 15-17 of the report.
3. That the delivery of the council's Fairer Future promise of increasing the number of Green Flags, as outlined in paragraph 18 of the report, will be delivered via the contract be noted.

20. DISPOSAL OF COUNCIL'S FREEHOLD INTEREST AT 99-161 ILBERTON ROAD, LONDON SE16 3JZ

RESOLVED:

1. That an option to acquire the council's freehold interest in land at 99-161 Ilderton Road (as shown hatched black in Appendix 1 of the report) to CB Southberm 2 Limited (CB) for residential development in accordance with the terms set out in the

closed cabinet report be granted.

2. That the head of property be authorised to negotiate and agree terms for the option agreement and subsequent development agreement with CB.

21. SALE OF 42 HARPER ROAD, LONDON SE1 6AD

RESOLVED:

1. The sale of the freehold interest in 42 Harper Road, London, SE1 6AD, (The Property) on the principal terms set out in the closed report be agreed.
2. That the director of regeneration be delegated authority to agree the detailed terms of the transfer.

22. KIPLING GARAGES, WESTON STREET SE1 - HOUSING GRANT

Cabinet noted, with regard to Appendix 1 of the report (a map), that this has since been updated.

RESOLVED:

1. That it be noted that officers have carried out a due diligence exercise on the Leathermarket Community Benefit Society in connection with the application for funding of a development of 27 new council funded homes at council rents on the Kipling Garages site and that this has informed the officer recommendation to cabinet.
2. That the Leathermarket CBS business plan be noted and that this shows a viable position over 30 years.
3. That the draft grant agreement attached to the report be agreed to enable the development of land on the Kipling estate, Weston Street, London SE1 ("the Property"), as shown edged in black on the plan attached at Appendix 1 of the report, by the Leathermarket Community Benefit Society Limited (CBS) to a maximum sum of £9,252,000.
4. That the director of regeneration be authorised to finalise the detail and enter into the housing grant agreement covering the development of the property. This is to include the insertion of clauses on letting the new homes at council rents, the council's normal policies on London Living Wage and social value through for example apprenticeships and requirements relating to the practice of blacklisting' as set out in the council's Fairer Future Procurement Strategy.
5. That it be noted that an interim payment of £347,997.60 was made to Leathermarket CBS in December 2015 to allow the development of the scheme to continue. This takes the total council funding (including S106) to £9,661,815.
6. That the release of £3,033,635.40 from the council's housing investment programme (HIP) as part funding of the scheme be authorised.

7. That it is intended that the council's planning committee will receive a report requesting the release of Section 106 monies to part fund 65 % of the scheme be noted.

EXCLUSION OF THE 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.

23. GATEWAY 2: CONTRACT AWARD FOR THE PARKS GROUND MAINTENANCE SERVICE

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

24. DISPOSAL OF COUNCIL'S FREEHOLD INTEREST AT 99-161 ILBERTON ROAD, LONDON SE16 3JZ

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

25. SALE OF 42 HARPER ROAD, LONDON SE1 6AD

The cabinet considered the closed information relating to this item. Please see item 21 for decision.

Meeting ended at 6.05 pm.

CHAIR:

DATED:

DEADLINE FOR NOTIFICATION OF CALL-IN UNDER SECTION 21 OF THE OVERVIEW AND SCRUTINY PROCEDURE RULES IS MIDNIGHT, WEDNESDAY 27 JULY 2016.

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: 20 September 2016	Meeting Name: Cabinet
Report title:		Response to Healthy Communities Scrutiny Sub-Committee Report: "Time to Care: A Future Vision of Care in Southwark."	
Group affected:		All Southwark adults	
Cabinet Member:		Councillor Richard Livingstone, Adult Care and Financial Inclusion	

FOREWORD - COUNCILLOR RICHARD LIVINGSTONE CABINET MEMBER, ADULT CARE AND FINANCIAL INCLUSION

In June, the healthy communities scrutiny sub-committee presented cabinet with their report setting out a vision for the provision of adult social care in the borough. This was a well-thought through piece of work that carefully considered the challenges that adult care faces. It particularly focused on the quality and diversity of nursing home provision in Southwark, improvements care homes as a whole, and further steps that the council should consider to improve the quality of home care and the employment conditions of home care workers.

This report sets out responses to the recommendations for cabinet to consider. The responses agree the committee’s proposals and set out the next steps that the council should take to implement those.

With regard to one recommendation, that regarding the consideration of council-owned care homes, the response sets out what the council is already doing to fulfill part of this through extra-care provision. It is clear that there would be particular challenges in the council setting up its own nursing care provision but we are in the initial stages of discussion with the NHS and a local not-for-profit charity to explore the establishment of nursing home provision outside of the private sector that would achieve the level of diversification sought by the committee.

I am therefore asking the cabinet, after consideration of the report set out from paragraph 1 below, to approve the following recommendations:

RECOMMENDATIONS

1. That cabinet note the current actions that are being taken to address the key recommendations made by the healthy communities scrutiny sub-committee in their report on care.
2. That the cabinet note additional actions to be taken to address a number of the key recommendations.

BACKGROUND INFORMATION

3. Southwark Council’s healthy communities scrutiny sub-committee presented its findings and key recommendations in relation to the provision of care in

Southwark to June 2016 Cabinet. This issue is of particular relevance because of recent experience in Southwark of a Care Home closure and the challenges in the Home Care market across London and nationally, and Southwark's preparation for a major home care re-procurement exercise.

4. The report focuses on care homes, home care and the implementation of the Southwark Ethical Care Charter. The recommendations of the report are set out below in section 9. They were made ensure that Southwark Council can continue to provide high levels of support to residents requiring care as well as supporting their families.
5. The changing demography of Southwark, and an analysis of needs over the next five years for older people in Southwark, shows that people will live at home for longer and in better health. Where support is required, in many cases, this can be provided at home by adult social care and NHS providers.
6. The Care Act 2014 places a duty on local authorities to develop a local market of care that delivers a wide range of sustainable, high quality care and support services.
7. Southwark children's and adults directorate continues to mitigate for the continuing growth in the number of referrals and the level of need for care, by promoting and applying reablement approaches to support residents regain independence. Reablement is a short and intensive service, usually delivered in the person's own home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury. Its purpose is to help people who have experienced deterioration in health, or who have increased support needs, to relearn the skills required to keep them safe and independent at home. Reablement is usually free for the first six weeks. The directorate has done this through the effective use of Better Care Fund with Southwark Clinical Commissioning Group (CCG).
8. The directorate continues to help manage pressures within local NHS acute services by commissioning and providing good quality support in the community, through ensuring there is social care assessment available seven days a week in local hospital settings, to co-ordinate the use of assistive technologies (such as equipment and telecare) and the efficient use of community-based services, including domiciliary/home care, specialist day services and respite, as well as residential and nursing care placements.

KEY ISSUES FOR CONSIDERATION

9. Each of the healthy communities scrutiny sub-committee key recommendations is set out below (in italics) followed by the cabinet member's response:
 - 9.1. *We recommend that HC One and the council update the committee on the re-homing of the residents of Camberwell Green Care Home, especially in relation to the re-homing to Tower Bridge and share with the committee any subsequent CQC inspection outcomes.*

There was collaborative working across health and adult social care with HC One (the care home provider of the care home that closed as well as Tower Bridge) to ensure that there was a smooth transition of residents from Camberwell Green Nursing Home to Tower Bridge. A large number of residents

chose to move to Tower Bridge Care home, and for many residents it was important to remain in Southwark.

Residents moved together in small friendship groups with staff who they were familiar with. There was due care and attention provided to assist residents to settle and making them feel comfortable in their new home.

The transfers have been successful with no safeguarding alerts raised. Residents from Camberwell Green have integrated well with residents already living at Tower Bridge. With some individuals who have moved there has been noticeable, positive changes to their wellbeing. Many residents and relatives have described the move as positive and they are happy with the new environment.

The Care Quality Commission published the outcome of their most recent inspection on Tower Bridge on 4 August. The inspection took place on 28, 30 June and 12 July 2016. The overall rating of the care home is now good. Officer of the council will meet with HC One to ensure that this good outcome is sustained.

- 9.2. *The committee believes that there needs to be a clear component of any future contract with the council which clearly sets out training and development plans for staff. The focus on e-learning should be reduced, and there should be clear KPIs for organisations to achieve to ensure staff are supported.*

This is being actively developed in the preparation for re-procurement of Southwark home care services.

In relation to residential and nursing care, there are already in place staff training and development plans with the four Anchor Care Homes that involve classroom based learning that includes training on Dementia Awareness, End of Life Care, as well as practical training on safe moving and handling and medication management. This is in addition to specialist training and development for nursing and other clinical staff. Staff at Tower Bridge and Burgess Park also have access to learning and development that is in addition to e-learning. Our monitoring of the services suggests that there is not an over-reliance on e-learning as the only training available for staff.

The forthcoming home care re-procurement contract will specify the training and learning to that staff will be required to undertake and it will ensure that there are a variety of methods of learning used, including, but not limited, to e-learning.

- 9.3. *The committee recommends that the council makes serious consideration of establishing our own council-owned care homes. We believe that with the resource that the council is currently having to put into our care homes, and the broader crisis in care homes and concerns over the viability of providers in the long-term, that having council-owned services would allow the council to retain control and implement a service in such a way as to provide excellence of care for our residents.*

The Care Act requires local authorities to develop a local, plural market of care that delivers a wide range of sustainable, high quality care and support services.

Southwark continues to make a significant investment in establishing and improving the range of care options, including Extra Care housing, respite, days services, telecare, aids and adaptations and home care, as well as residential and nursing care placements. A wide range of high quality services will give Southwark residents more control and help them to make more effective and personalised choices over their care, and get better care that works for them. The emphasis is upon control being increasingly taken up by residents requiring care and support, rather than being retained by the Council.

The balance between residential care and nursing care is also shifting, so that the need in future is likely to be for less standard residential care and for more nursing care places, specialist residential care and intermediate (facilitating hospital to home) care places. The provision of intermediate care places is currently being discussed with NHS Southwark CCG. Informal discussions have also taken place with a local not-for-profit charity, as well as current care home providers, about future care provision.

The cabinet will consider the options available for securing high quality residential and nursing care to be provided in Southwark, taking full account of the lessons learnt in recent years, including the continuing challenging care home market-place.

- 9.4. *We would like to see more rigorous monitoring of the situation related to non-payment of London Living Wage for Home Care workers and a commitment to paying the London Living Wage within the new home care contracts when they are retendered in 2016.*

The council's commissioning team already monitor compliance closely. The council's requirements, in the light of the introduction of Southwark's Ethical care Charter, will be restated in the re-procurement terms for home care. The re-procurement of home care contracts in Southwark is intended to reduce reliance on 'spot purchasing' arrangements. This is intended to reduce the risk of using providers who are not paying London Living Wage.

- 9.5. *The committee recommends that the provision of zero-hour contracts, and bulk hour contracts should be carefully evaluated as part of the re-tendering process for home care in Southwark.*

This is taking place in preparation for the home care re-procurement exercise and the submissions from care providers will be evaluated accordingly.

- 9.6. *We would recommend that home care provider staff are provided with information about Southwark in regards to road maps, busy areas within the Borough, and approximate journey times to better help plan where workers should be sent for jobs.*

Responsibility for the organisation of the deployment of home care staff to meet requirements of delivering the home care service rests with the service providers. In preparing for the re-procurement of the new home care service contracts, Southwark Commissioners have been working on reducing the size of the geographical areas within Southwark covered in future service contracts, both to reduce travel times and ensure that service providers get to know specific geographical areas well. Our information of current staff profiles reveals that many home carers are local residents. This should help in the

deployment of home carers who know the areas in which they are working. It should also be noted that the Southwark Ethical Care Charter requires that the hourly rate paid includes a element for travel time.

- 9.7. *The committee recommends that as part of the re-tendering process, there should be stipulation that allows for trade union representatives to meet with staff and for them to be recognised within any contracted services.*

The council will expect trade union recognition by prospective service providers.

- 9.8. *The committee believes that there are further areas for improvement and recommends that the Council look to develop an Ethical Care Charter II.*

Cabinet will want to be assured that the implementation of the original Southwark Ethical Care Charter is evaluated, so that this can inform progress on the next steps in its development.

- 9.9. *The committee further recommends that issues around trade union rights, joined-up services and training and development form a key part of the re-tendering process for the procurement of home care services in Southwark.*

Joined up services, specifically the integration of delivery around social care and health at the point of hospital discharge has strongly informed the work preparing for the re-procurement of home care as well as the deployment of the Better Care Fund to improve the care pathway in Southwark. Trade Union rights is addressed in response to Recommendation 7 above, and staff training and learning in response to recommendation 2 above.

- 9.10. *We would recommend that when a complaint is made in home care services, that the complainant is given a named council officer, where possible, to lead the handling of the complaint, to help ensure continuity throughout the process.*

Where a complaint is made, the complaint is allocated to a “named manager” and there is a unique reference number. This ensures a level of continuity through the process for the complainant and a method of checking progress for the named manager.

- 9.11. *The committee would like to congratulate the team at Age UK for their lay inspection of home care services in Southwark and would recommend that funding is continued for this programme in financial year 2016/17.*

Cabinet also commends this valuable work. The programme is continuing during 2106-17 and is being refreshed. A local re-launch by Age UK took place on 14 July. Fifteen active Lay Visitors are currently involved and supported by a local co-ordinator.

- 9.12. *The committee recommends that the care homes should create a partnership with Southwark Carers to ensure that they receive all necessary support and their services are flagged appropriately to family members.*

Cabinet would also welcome this initiative from care home providers.

- 9.13. *We recommend that care homes provide comprehensive information to residents and their families about the community services that are available to local residents. This may involve care homes working more closely with community organisations to understand what services are on offer, and identifying opportunities for them to showcase their services to care home residents.*

Cabinet would also welcome this initiative and suggest that strengthening links to local communities and services is enhanced through links with Age UK, the Carers Centre and other local voluntary and community sector groups. Many Carers are Southwark residents and may also have knowledge of local services and resources, for example through local faith communities, that will also assist that important connects are maintained and fostered.

- 9.14. *We recommend that any individual or organisation who raises a safeguarding alert with the council should receive a case number so they can follow up if they do not feel the issue has been addressed, and should receive a full response about any action taken, taking into account data protection issues.*

Southwark, in partnership with all London Boroughs, is signed up to the Pan-London Adult Safeguarding procedures. All cases have a designated worker and a Team Manager oversees the work conducted following the receipt of the safeguarding alert. They will call a strategy meeting to decide who to inform of the outcome of the investigation as well as when and how this should take place.

It is not always appropriate to give feedback to the referrer in each case, as this could be detrimental to the welfare of the service user in some cases. However, wherever it is possible to provide feedback safely, it is the team's intention that this is provided appropriately.

- 9.15. *We further recommend that care homes clearly display information about the Safeguarding Board and highlight this information to families and carers for those in their care homes, as an independent avenue for raising issues and concerns.*

Southwark adult social care has recently updated our safeguarding adults posters and leaflets. These new posters have been distributed to local nursing and residential care homes in our Borough, to be displayed appropriately in communal areas of the homes.

Policy implications

10. In making this response, the following policies have been taken into account:

- Southwark Council's Fairer Future Vision, specifically "*Working with everyone to realise their potential*"
- Together we can deliver a better quality of life in Southwark: Our Vision for Adult Social Care (see Background Information for link).
- The duties of the Council in relation to The Care Act 2014.

Community impact statement

11. This report provides a response to the healthy communities scrutiny sub-committee report on Time to Care and has taken account on the community at large and people identified as possessing “protected characteristics” in our community, as outlined in the Equality Act 2010 and the council’s approach, in formulating the recommendations of this report. No specific equality implications were identified that pertain to this report.

Resource implications

12. This response to the healthy communities committee is made within the council’s budgetary framework.

Legal/financial implications

13. There are no specific legal implications in relation to this response to the Time to Care Report provided by the healthy communities scrutiny sub-committee.

Consultation

14. The healthy communities scrutiny sub-committee Report sets out the consultation that was undertaken in regard to their investigation in relation to care in Southwark.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Adult Social Care Vision		
Link: http://www.southwark.gov.uk/downloads/download/2638/vision_for_adult_social_care_services_paper		
Time to Care Report		
Link: http://moderngov.southwark.gov.uk/documents/s62017/Appendix%20A%20Time%20to%20Care.pdf		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councilor Richard Livingstone, Adult Care and Financial Inclusion	
Lead Officer	David Quirke-Thornton, Strategic Director of Children and Adult Services	
Report Author	Dick Frak, Interim Director of Commissioning	
Version	Final	
Dated	9 September 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
Director of Adult Social Care	Yes	Yes
Date final report sent to Constitutional Team		9 September 2016

Item No. 9.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Scrutiny Review of Southwark's Non-residential Property	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Fiona Colley, Finance, Modernisation and Performance	

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

I'd like to thank overview and scrutiny committee for the work they undertook reviewing the management of the council's non-residential property portfolio. It was an unusual review in that as the review progressed it became clear that in order to deliver a robust review of the management processes and the assurance members were seeking that the committee would need additional resource and expertise.

I was glad to be able to agree with the chair of OSC that auditors RSM would be appointed to conduct an independent review to investigate the questions OSC had raised. The overall results of the review were very positive and provided a high level of assurance of the management processes and adherence to council policy. That said there were of course areas where processes could be improved and this report sets out the work that is underway to address these, including a further in depth audit and the forthcoming Asset Management Plan which will come to cabinet in November.

The committee also received recommendations from Community Southwark regarding VCS property and these are being taken forward as part of the development of the new voluntary sector strategy.

RECOMMENDATIONS

1. That cabinet note the actions that are being taken to address the key recommendations made by overview and scrutiny committee in their report to cabinet on 7 June 2016, regarding the review of the council's non-residential property.
2. That cabinet note the actions recommended below follow positive steps by overview and scrutiny committee, cabinet members, officers and internal audit towards a refreshed approach to the management of the commercial property estate. Full proposals will be reported in detail to cabinet in November, where approval will be sought to a new asset management plan dealing specifically with non-residential property.

BACKGROUND INFORMATION

3. At its meeting of 7 June 2016 cabinet was asked by overview and scrutiny committee (OSC) to note and report back on recommendations arising from

OSC's review of the management of the council's non-residential property portfolio.

4. The portfolio consists of properties let out on commercial terms by the council to generate rental income, including shops, business units, and miscellaneous other assets. It includes premises occupied by the voluntary and community sector.
5. In formulating its recommendations to cabinet, overview and scrutiny committee drew upon a review of the estate by internal auditors RSM reported in January 2016 and a separate report from Community Action Southwark (now Community Southwark) in relation to the voluntary and community sector.
6. Overview and scrutiny committee recommended:
 - a) That a new policy should be introduced which makes available to the public information about the non-residential properties Southwark is renting and leasing out. The register should include the name of the tenant, the annual rent, the amount of any up front premium paid, the date the agreement was signed and the date the agreement is due for renewal. This should be phased in over two years;
 - b) That officers should be instructed to introduce a robust documentation management system for all documents relating to the non-residential portfolio
 - c) That officers should be instructed to introduce a robust system for monitoring lease renewal dates and the repair and maintenance of properties
 - d) That the director of regeneration be asked to carry out a review which should include checking that appropriate process controls are in place throughout the property portfolio
 - e) To ensure that the Asset Management Plan includes a framework which allows flexibility for officers to negotiate rents. This should include clarity about deviation from market rents and ensure that checks are put in place where such decisions are made.
7. The OSC report drew attention to three recommendations made by Community Southwark (CS), that:
 - a) It would be useful if CS could be provided with a comprehensive picture of the VCS estate in Southwark. This should include what organisations are utilising which buildings and for what purpose;
 - b) CS would like to see full VCS involvement in the development of any new council VCS premises strategy;
 - c) The council should produce a clear, easy to read, downloadable document for their website that outlines policies on rate relief. Lease terms, availability of rent subsidy, rent free periods and asset transfer and processes required to nominate community assets under the Localism Act.

KEY ISSUES FOR CONSIDERATION

Releasing lease data and information about rents

8. The commercial estate consists of a wide range of property types, locations, states of repair and tenants/uses. As a result the terms on which different assets are let also tend to be quite diverse and leases and rents charged are often not readily comparable.
9. Terms are individually negotiated for each by professional surveyors having regard to a range of considerations (see below) and transactional evidence from the property market. In the vast majority of cases, negotiations are concluded locally between the parties. This may involve the tenants employing professional representation. Where the parties cannot agree, leases contain third party dispute resolution clauses (expert witness or arbitrator).
10. Almost inevitably tenants in the same parade, for example, may find themselves occupying similar premises on different terms. In each case the detail of the contracts reflect a specific deal negotiated between the parties at the point it was struck, having regard to market and a variety of other factors at that time. Nevertheless, the process today is a transparent one. Properties are let on market terms including rents, without hidden concessions to distort that market basis, determined by reference to transactional evidence. Lease terms are agreed according to best practice and the Landlord & Tenant law prevailing at the time the lease is entered into.
11. The main, but by no means exclusive, variables considered in determining the rent (or licence fee) are:

Factor	Variables
Economic	<ul style="list-style-type: none"> • Transaction date • Prevailing market conditions • Other occupation costs
Property	<ul style="list-style-type: none"> • Location • Size • Quality / condition of accommodation and facilities • Asset strategy considerations
Legal	<ul style="list-style-type: none"> • Type of tenure (lease, licence, etc.) • Security of tenure • Length of lease (or licence) • User clause • Other lease terms and restrictions • Headlease obligations (where the property is leased by the council) • Repair, maintenance and compliance obligations.

12. For example, in some cases the relatively basic nature of the properties being let means that, without any subsidy or concession the rent settled on the asset will

be low because this is all the property will support in the market. Elsewhere, particularly around regeneration schemes, temporary “caretaking” occupations by the VCS may help to keep premises secured or otherwise reduce holding costs, and these tangible benefits are reflected in rents charged.

13. As a result, making realistic comparisons between one tenancy and another requires careful analysis of all the facts and circumstances of the letting.
14. The data is potentially commercially sensitive with potential to create downwards pressures on rents and additional costs in regeneration schemes. In addition some of the data refers to private individuals who are commercial tenants rather than firms, and its release may conflict with the requirements of the data Protection Act.
15. Therefore data about rent and lease terms is not released on a general basis other than where the council is required to do so by law, or where it may wish to do so on a confidential basis to partner organisations. Where appropriate we share data with partner agencies on a confidential basis where this will help to provide strategic perspective on the estate or aspects of it, such as in the review of the voluntary and community sector currently taking place.
16. The council complies with central governments “Open Data” policy requirements by already publishing data about premises including commercial properties, excluding lease terms.

Document management and estate management systems

17. In their January 2016 report internal auditors RSM recommended that a document management system should be used more robustly to ensure all key documents and key decisions are saved in one place. Also that key documents and correspondence needs to be retained and kept in the document filing system. In addition the Manhattan estate management system should be updated as soon as a lease or a transaction in respect of it is completed, and accurately reflect the lease document and any subsequent variations.
18. All recent key documents for the commercial estate are held centrally, with detailed information recorded in the council’s non residential estate management system “Manhattan”. All new agreements are recorded and stored accordingly.
19. In each case where issues were identified by the auditors these related to historic agreements, some of which were 20 years older or more, and in some cases not originally granted by the council, where documentation was incomplete. Any anomalies identified are investigated and regularised as they arise.
20. Officers will continue to refine robust systems in operation for document management and to maintain key tenancy data, including trigger dates for lease renewal, rent review, other rent transactions and buildings maintenance. Process checks to ensure the reliability of the data are outlined below.

Ensuring appropriate process controls

21. In their January 2016 report internal auditors RSM recommended that:

- a) a documented, clear and transparent audit trail should be maintained if a decision has been taken to deviate from the council's policy to charge market rent;
 - b) circumstances and criteria under which a tenancy can be granted on a Tenancy at Will Basis is documented. All tenancies at will need to be proactively monitored to ensure that they meet the criteria and are replaced with full lease agreements where circumstances have changed.
22. The auditors returned this summer to undertake a further review of the management of the portfolio this summer. Concluding an amber / green level of assurance, they found that whilst controls employed in the management of the portfolio are suitably designed and consistently applied across many areas, action is nevertheless needed to strengthen the control framework to manage identified risks (income maximisation, fraud avoidance).
23. In response property will:
- a) Ensure that the rationale for all new lettings and terms agreed is clear and fully documented. Over the past year Property has updated its systems for approving valuations for new lettings and other tenancy transactions, moving from a paper driven process to an end to end online one. The valuation, which fully explains the rationale for the rent set is approved by the case officer, his or her line manager and the head of property.
- In practice the auditors concerns were in relation to older agreements and more complex arrangements where rents appeared to be lower than expected, but on analysis of the full circumstances of the transaction could be demonstrated to represent the best rent obtainable at the time the transaction took place. This included long leases at a nominal rent where the council had received a premium at the commencement of the lease in consideration of the rent to be foregone.
- b) Introduce process checks to confirm that new rent and lease terms have been entered onto the property management system database accurately. As mentioned above, all approvals and records are maintained electronically. Since the auditors visit a routine has been built to compare the respective data and generate an exception report for review by the head of property where a variance is found.
- We use the same approach to ensure that there is sufficient safeguarding in data entry and processing to ensure that unauthorised changes cannot be made. Here also and discrepancy between approved data and that held in the Manhattan system will generate an exception. The systems themselves contain a full audit trail to a key stroke level for investigation purposes.
- c) Produce a written procedure in respect of setting, approving and monitoring rent, to be incorporated in the forthcoming commercial property Asset Management Plan.
 - d) Formally document the circumstances and criteria by which a tenancy at will is granted, also to be incorporated in the AMP.

Tenancies at will confer minimal rights on tenants whilst allowing the landlord considerable flexibility. Typically they are used to bring premises into use quickly, pending the grant of a full lease, or to maximise options to recover possession of the premises should circumstances warrant it. They can be terminated with immediate notice.

All such tenancies are recorded in the Manhattan estate management system and monitored to ensure they continue to meet the criteria underlying their grant. Currently the portfolio contains 34 tenancies at will. 17 of these are continuing, where the rationale for their grant continues to apply. 12 are being replaced by full lease, subject to negotiation and completion of legal formalities. The remaining 5 remain under review.

- e) Ensure that disaster recovery and backup arrangements are put in place and documented and are sufficiently robust across Property's business critical systems.

Responding on Community Southwark's recommendations

- 24. The OSC report drew attention to a report on premises from Community Southwark. A wider review of Voluntary and Community Sector Strategy is underway and we will fully respond to Community Southwark's recommendations as part of this process.
- 25. A full review of the council's engagement with the Voluntary and Community Sector is underway and will be reported to Cabinet shortly. The report will discuss means of facilitating supply of appropriate premises to the VCS, looking at how the sector can use premises more effectively and improving information about the availability of premises.
- 26. Officers will share with Community Southwark information about council premises occupied by the VCS, and the basis on which they occupy, to help establish a clearer picture of how organisations can best be supported to manage financially and to utilise and share premises, and to explore how current provision compares to new and emerging demand.

Policy implications

- 27. The Council's overarching plan for the prudent stewardship of its property assets, geared to the achievement key corporate outcomes is the Corporate Asset Management Plan. Last approved in 2010, an update is planned for 2016/17 to ensure the core objectives of the Council Plan are fully reflected. The AMP aligns with the Medium Term Resource Strategy. Rents etc – consistent with the AMP and income maximization
- 28. It provides that the council will manage its tenanted premises to maximize revenue income with regard to new lettings, rent review, lease renewal and minimizing arrears of rent. The recommendations made in this report are consistent with these objectives
- 29. A full Asset Management Plan for the commercial estate shall be reported to Cabinet in November 2016, with full coverage of the estate and its management, to include rent policy and steps to be undertaken in relation to the VCS estate

Community impact statement

30. This report provides a response to overview and scrutiny committee's review of Southwark's non-residential property. In formulating the recommendations of this report the potential impact on the community has been taken into account, including people identified as having protected characteristics. No specific equality implications have been identified in relation to this report.

Financial implications

31. All of the recommendations arising from this report will be contained within existing departmental revenue budgets.
32. The combined projected income from the estate for the current financial year is £11.65 million. This is used to support the delivery of the council's priorities, primarily to the benefit of the HRA.
33. Disclosure of rents charged may create downwards pressures on this income and give rise to additional management costs. In turn this may detract resource from other aspects of managing the portfolio including tackling debt.

Consultation

34. Consultation has not been undertaken in connection with this report and is not proposed.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

35. The report refers to the council's non-residential property portfolio and considers the possibility of publishing more detailed information about leases and rents as suggested by the Overview and Scrutiny Committee.
36. It should be appreciated that some detail concerning leases is already required to be published. The Land Registration Act 2002 together with the Land Registration Rules 2003 provides that leases for more than seven years for a valuable consideration are registrable and accordingly in such circumstances the lease document is available to the public. This obligation is upon the Lessee so that they can ensure their lease is properly protected.
37. However, beyond this, there is no legal requirement on a Landlord to disclose the terms of what is essentially a private contract between two parties. The recent Local Government Transparency Code 2015 requires Local Authorities to publish certain information which includes overall detail of land assets but the Code does not extend to recommending publishing individual lease terms.
38. The report states that to disclose further detail which is normally considered to be commercially sensitive could create downwards pressure on rents and there is also a concern in relation to data protection. However, in making their decision, it is confirmed that Members are not constrained by any further requirement for transparency.

Strategic Director of Finance and Governance (FC16/012)

39. The report is requesting cabinet to approve the recommendations following the work undertaken in response to the Overview and Scrutiny Committee's meeting of 7 June 2016 on the management of the council's non residential property portfolio as reflected in paragraph 1 (a-e). Full details and background are provided in the main body of the report.
40. The report indicates that disclosure of the rents details is potentially commercially sensitive which could create a downward pressure on rent. The strategic director of finance and governance notes that this could have a detrimental effect on the council's income and incur additional budget pressure on staff resources and therefore not recommended.
41. The strategic director of finance and governance notes that all other recommendations as reflected in the report will be contained within existing departmental revenue budgets.
42. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Scrutiny report, Cabinet 7 June 2016 (item 8)	160 Tooley Street, London SE1 2QH	Matthew Jackson 020 7525 1332
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5147&Ver=4		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Fiona Colley, Finance, Modernisation and Performance	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Matthew Jackson, Head of Property	
Version	Final	
Dated	8 September 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		8 September 2016

Item No. 10.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Policy and Resources Strategy 2016-17 to 2019-20 : Scene Setting Report (including Fairer Future Medium Term Financial Strategy and Integrated Efficiency Plan)	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Fiona Colley, Finance, Modernisation and Performance	

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

The council continues to face significant financial pressures as government funding continues to reduce at the same time as demand for our services increases. Since 2010 Southwark has seen some of the biggest funding reductions across London and indeed the whole country. The scale of these cuts have been unprecedented in local government and our systems have had to be flexible and robust to deal with them.

During this time, we have focused on the delivery of our fairer future promises and values and we have developed fairer future budget principles to support the annual budget setting process. We have consistently promised value for money and stuck with the principle of spending money as if it were from our own pocket.

Everything we do is underpinned by the Fairer Future Council Plan. The Council Plan is being refreshed and approved by cabinet at the same meeting as this report and will then be presented to council assembly in November. The refreshed plan sets out priorities for the council and importantly includes the new theme: Fit for the Future. This new theme reinforces the council's commitment to efficiency and modernisation as the resources available to us reduce and as demands increase.

The council's commitment has always been clear within the policy and resources strategy and the associated medium term financial strategy. This report gives an update on the policy and resources strategy as we start preparing to finalise the budget for 2017-18 and indicative budgets for the following two years. It also seeks approval to an updated Fairer Future Medium Term Financial Strategy (FFMTFS) and integrated efficiency plan.

The report also seeks approval for the Section 151 officer to accept formally the government's offer of a four year funding settlement to 2019-20. It is truly galling to be asked by government to accept a settlement that entails yet more reductions in Southwark Council's funding, but the warning from the Department for Communities & Local Government is clear – if we chose not to accept the settlement our funding could be subject to even greater reductions.

The acceptance of the four year settlement requires the submission of an 'efficiency plan' to government. Southwark's plan is set out in this report as part of the FFMTFS and integrated efficiency plan.

The Southwark efficiency plan is fully integrated within our strategic and operational management of the council and the various key elements set out in this report: a combination of fairer future promises and principles, the Council Plan including the new fit for the future theme, fairer future

budget principles, service strategies and the FFMTFS. All of this consolidated through the Policy and Resources Strategy, agreed regularly through cabinet, subject to overview and scrutiny and ultimately approved each year by council assembly.

The new fit for the future theme contained in the council plan further reinforces our resource commitment. We will continue to develop our workforce, our workspace, our digital services and our technology to create a modern and sustainable council. We will invest through our modernisation programme and seek value for money and high quality customer service in everything we do.

Our financial position sits at the heart of these developments. We will continue to invest our balances and reserves as necessary, not only to support modernisation, but to deliver our huge ambitions for regeneration throughout the borough.

However, there is still much work to be done. Not all of our funding reductions can be managed through efficiency and there will inevitably be services that need to be reduced or stopped altogether. Fees and charges will need constant review.

The success of our approach to date has been clear; more than £120m per annum in efficiency savings since 2011/12 and a further £40m per annum agreed by Council Assembly in February 2016 to be delivered over the next three years. And still the seventh lowest Council Tax in London.

The updated financial remit and risk assessment shows that pressures continue to build on council services. The full impact of national insurance contributions can now be accurately assessed, demand for NRPF continues to climb and the impact of social care client numbers and complexity remain despite closer working with the CCG.

Despite the challenges of our ever reducing funding position, this council remains determined to keep our Fairer Future promises, to protect and modernise our services and to maintain excellent financial planning that is more than fit for the future.

RECOMMENDATIONS

Recommendations for the Cabinet

That the cabinet:

1. Approve the updated Fairer Future Medium Term Financial Strategy (FFMTFS) and Integrated Efficiency Plan set out within this report (Appendix A), noting the importance of the relationship to the Council Plan and the new theme to be *fit for the future*.
2. Note that the government has stated that those councils that chose not to accept the offer will be subject to the existing yearly process for determining the local government finance settlement and that allocations could be subject to additional reductions dependant on the fiscal climate and the need for the government to make further savings to reduce the deficit.
3. Agree to accept the certainty offered by a four year finance settlement in line with the Local Government Finance Final Settlement in February 2016 for 2016-17 and for the next three years.
4. Note the continued uncertainty with regard to elements of government funding, price and demand pressures and the need to ensure that budgets set each year are sustainable during the settlement period to 2019-20 and beyond.

5. Note the update to the Policy and Resources Strategy 2017-18 - 2019-20, the risks associated and next steps to be taken to balance the Council's budget over that period.

Recommendation for the Leader of the Council

6. That the Leader delegates to the cabinet member for finance, modernisation and performance the details of the final submission and publication of the integrated efficiency plan to government by 14 October 2016.

BACKGROUND INFORMATION

7. This report notes the current position with regard to the funding position for the council and provides an update to the Fairer Future Medium Term Financial Strategy (FFMTFS) and integrated efficiency plan.
8. As part of the Local Government Finance Final Settlement in February 2016, the Government confirmed the offer of a four year funding settlement for those Councils who are prepared to demonstrate their commitment to financial stewardship in an Efficiency Plan. This document fulfils the requirement for accepting this four year offer which is set out below :

	2016-17	2017-18	2018-19	2019-20
	£	£	£	£
Settlement Funding Assessment	179,521,254	165,916,899	158,300,081	150,738,445
of which:				
Revenue Support Grant	73,479,779	57,789,764	46,983,114	35,863,588
Baseline Funding Level	106,041,475	108,127,135	111,316,967	114,874,857
Tariff/Top-Up adjustment	45,339,358	46,231,108	47,594,961	49,116,181

9. The four year settlement that runs for the period up to 2019-20 will provide relative certainty with regard to the council's levels of Revenue Support Grant over this period and will aid future financial planning. In accepting this further reduced grant funding for the next three years, it is noted that it has been indicated by DCLG that, for 2019-20 or for 2020/21, the current funding system will be superseded by new arrangements based on the retention of business rates across the local government sector.
10. This report follows the council assembly decision of February 2016 that approved the 2016-17 revenue budget and agreed indicative budgets for 2017-18 and 2018-19. The indicative budgets were set at an assumed level of government funding as set out in the February four year settlement.
11. The integrated efficiency plan captured within the council's FFMTFS will allow Government to make a formal commitment to the grant provisionally announced for 2017-18 and 2018-19 and, in addition, to grant funding for 2019-20. The FFMTFS and integrated efficiency plan contained within this report will therefore represent the formal response to DCLG accepting their offer. This also demonstrates the council's commitment to transparency in the way it manages its finances and the continued drive for efficiency during what remains a very challenging period for the sector.

KEY ISSUES FOR CONSIDERATION

Current arrangements

12. Each year, the council updates a detailed Policy and Resources Strategy covering a period that normally reflects on the duration of the government's financial settlement. As part of the Policy and Resources Strategy and In line with requirements of the local government finance act, budgets are approved by council assembly for the next financial year as part of Council Tax setting. Where the settlement provides provisional funding commitments for more than one year, budgets may be agreed indicatively for a longer period.
13. For many years this process has formed the pivotal component of the council's financial planning process. This strategy and the formal approval by council assembly sit at the heart of the council's commitment to financial planning and efficiency. Most importantly, the strategy is bound to the policies of the council and not least by the commitments to a Fairer Future for All and by the council plan. In September 2015, the council also adopted Fairer Future Budget Principles that confirmed the framework within which this strategy is formed, especially in the context of continued reductions in government funding and the drive to achieve efficiency to protect front line services.
14. The strategy includes a thorough analysis of the council's budgetary position including service costs, funding sources and earmarked and unearmarked reserves and balances. Each year, these are projected forward over the planning period. The strategy is approved by cabinet in advance of council assembly, is subject to overview and scrutiny and takes account of consultation with residents and other stakeholders although it is recognised that, during a period of funding cutbacks, their wishes cannot always be fulfilled.
15. The strategy outlines all major variations from previous year budgets. It itemises changes in resources available (e.g. Government Grant; Council Tax income; etc.) and provides a high level summary of efficiencies and improved use of resources, income generation and savings that impact on service levels. It also itemises new and emerging growth and commitments that may arise from issues such as price inflation (e.g. Employer National Insurance contributions), demand pressures and costs arising as a result of Council Plan priorities (e.g. free healthy school meals).
16. Separate schedules are provided that give details of the each element of these variations; responsibility for each element is retained by the cabinet member responsible for the portfolio and operationally managed by the strategic director for that service.
17. The Policy and Resources Strategy underpins the work of all council departments, ensuring financial sustainability and the best possible level of service for residents. The council remains committed to promoting efficiency as the key driver to reducing costs. The Fairer Future for All promises to *commit to spending every penny as if it were our own*. This promise is reinforced with the Fairer Future Budget Principles within and will remain the council's prime motivation in Policy and Resources Strategies in coming years.
18. As the Policy and Resources Strategy is refreshed each year, it is supported by a statement of the Medium Term Resources Strategy that includes individual strategies for Finance, Technology, Asset Management, Workforce, etc. The updated FFMTFS and integrated efficiency plan is included at Appendix A to this report.

Current budget position

19. In February 2016 and in response to the government's four year funding settlement, council assembly approved Council Tax for 2016-17 together with indicative budgets for 2017-18 and 2018-19. In the context of the late announcement of the four year settlement and uncertainty over other government funding moving forward (e.g. Public Health Grant; New Homes Bonus; Business Rates reset; etc.), it was not considered appropriate to set an indicative budget for 2019-20.
20. At this time, uncertainty still remains regarding the four year settlement as implementation dates for business rate retention are not clear and the continuation of other funding (such as new homes bonus) remains uncertain.
21. The 2016-17 budget is being closely monitored and the latest position will be reported to cabinet in November. At that meeting, cabinet will also receive a further update of the Policy and Resources including an updated financial remit that includes current assumptions on funding and costs through to 2019-20.

Current policy and resources strategy

22. Between 2011/12 (the first year of the major austerity cuts) and 2016-17, the council has lost government funding in cash terms of more than £116m. According to government calculations, lost spending power has exceeded £100m during the same period. Neither of these figures allow for the real terms impact of price and demand pressures. They have been reported and managed each year through the Policy and Resources Strategy each year.
23. In addition, the council has committed to priorities that have needed to be funded through a limited number of sources. During this period and in line with council priorities, council tax has been frozen; Southwark retains the seventh lowest council tax rate in London.
24. In February 2016, council assembly set council tax for 2016-17 with a balanced budget. This provided for a contingency sum to manage the growing risks and allowed for the prudent use of earmarked reserves and balances. This budget is set out below, together with indicative budgets for 2017-18 and 2018-19.
25. This table also now indicates the current projected position for 2019-20 in line with the provisional government settlement. This settlement will be confirmed by DCLG for the period to 2019-20 subject to the council's submission of an efficiency plan.
26. The plan for the three years to 2018-19 includes efficiencies and improved use of resources of £41.7m per annum by the third year of the plan. In order to balance the budget fully in the period to 2019-20, further efficiencies, income generation and savings plans will be required. This work is ongoing and detailed proposals will be received by cabinet in December.

	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Resources (calculated each year)				
Retained business rates (DCLG)	(60.7)	(61.9)	(63.7)	(65.8)
Business rates top-up (DCLG)	(45.3)	(46.2)	(47.6)	(49.1)
Revenue support grant and other grants (inc. Public Health and other specific grants)	(106.6)	(90.1)	(78.6)	(66.8)
Total funding (inc. Public Health and other specific grants)	(212.6)	(198.2)	(189.9)	(181.7)
Council tax and Retained Business Rates				
Council tax baseline	(83.2)	(84.5)	(85.6)	(86.6)
ASC Precept	(1.7)	(3.4)	(5.2)	(7.0)
Estimated business rates retained	(4.6)	(7.1)	(7.1)	(6.5)
Collection fund surplus	(2.4)	(0.5)	(0.5)	(0.5)
Total revenue from council tax and business rates	(91.9)	(95.5)	(98.4)	(100.6)
Total funding	(304.5)	(293.7)	(288.3)	(282.3)
budget starting point (includes Public Health expenditure) (cumulative effect each year)	318.2	310.7	299.8	297.6
Employees (1.2%, 1.0%, 1.0%, 1.0%)	2.2	1.7	1.7	1.7
Contractual inflation	2.8	1.5	1.5	1.5
Commitments	13.3	7.8	6.2	0.3
Grants				
Changes to New Homes Bonus	(6.3)	3.5	3.5	(0.8)
Changes in grant related expenditure	5.4			
HB admin subsidy and council tax support	0.7	0.6	0.6	
Net change in council tax freeze grant	0.9			
Net budget before proposals	337.2	325.8	313.3	300.3
Proposals				
Efficiencies and improved use of resources	(14.1)	(18.5)	(9.1)	
Income generation	(10.0)	(6.0)	(5.0)	
Savings impacting on service delivery	(2.4)	(1.5)	(1.6)	(0.7)
Total Budget	310.7	299.8	297.6	299.6
Planned contribution from balances	(6.2)	(5.0)	(4.0)	0
Net budget after contribution from balances	304.5	294.8	293.6	299.6
Funding shortfall / (surplus)	-	1.1	5.3	17.3

Risks to delivery

27. The Policy and Resources Strategy covers a wide range of services and plans of the council. It is natural therefore that circumstances and policies can change and develop over time, and the plan has to be based on broad forecasts for later years where decisions have yet to be taken.

28. The council's current and future financial position is subject to a number of risk management processes, and the financial risks affecting the council are captured in the council's risk assessment including:
- Changes in local government funding may compromise future service delivery
 - The substantial commitment within the 10 year capital programme is not matched by resources, including any impact on property transactions arising from Brexit, leading to delays and cancellation in delivery or borrowing requirements
 - Due to the implementation of the business rate retention scheme any shortfall in business rate recovery will directly impact the council.
 - Due to unprecedented financial pressures, the council's financial balances falls below an acceptable level affecting the council's flexibility
 - Future budgets for the council are not sufficiently robust - especially in light of the current economic climate and future funding changes in government - resulting in restricted council resource and risk of service failure, increased external scrutiny and reputational damage.
29. All risks are subject to regular review. In additional, financial management and monitoring continues to be undertaken on a risk-based approach, with focus on those budgets which are subject to fluctuating demand.
30. It is recognised that the integrated efficiency plan carries a number of significant risks. Delivery of the annual programme of efficiencies, savings and income targets will be difficult, but failure to implement these will inevitably require the council to consider even more difficult decisions.

Government offer risks

31. The offer covers the revenue support grant and indicates that tariffs and top-ups in 2017-18, 2018-19 and 2019-20 will not be altered for reasons related to the relative needs of local authorities. However, some major funding streams are not covered by the multi-year offer while costs remain subject to unpredictable pressures. The integrated efficiency plan therefore seeks to allow for risk and provide for sufficient reserves and contingencies to allow those risks to be managed.
32. To ensure that the reforms are fiscally neutral local government will need to take on extra responsibilities and functions. DCLG and the Local Government Association will soon be publishing a series of discussion papers which will inform this and other areas of the reform debate.
33. The new burdens doctrine operates outside the settlement, so accepting this offer will not impact on any new burden payments agreed over the course of the four years.
34. New Homes Bonus has been a key income stream for the council. There remains significant risk that this funding stream may be removed or redistributed. The expected consultation on this issue has not been released at the time of writing and therefore the extent of the impact of reforms in this area cannot be known.

Business rates revaluation and 100% Rates Retention

35. The final year may be subject to the implementation of 100% business rates retention. The Government is committed to local government retaining 100% of its business rate revenues by the end of this Parliament.
36. It is anticipated that a business rate revaluation will occur in 2017 over which the council will not have control, potentially causing volatility in the level of business rates income that the council receives. As the funding system for local authorities transfers to a system of 100% business rates retention, additional risk will result from bearing the full burden of sizeable business rates appeals.

Macro-economic risks

37. It is unclear what the medium to long term impact of the vote to leave the European Union and future government negotiations will have on the council's position, resources, service demands or staffing.
38. There is a need to engage with providers in a way which ensures delivery of the Ethical Care Charter and enables the providers to achieve financial sustainability to protect quality of care and safeguard our most vulnerable residents.
39. Some departmental efficiencies are contingent on successful engagement with health partners to update service user pathways and ensure appropriate identification of, and funding for, health care needs.

Legislative changes

40. Pressure from National Insurance (NI) rate changes by removal of the 3.4% national insurance rebate for staff in the pension scheme is impacting on 2016-17 resources and future budgets.
41. Many local families, people with disabilities and their carers continue to experience increased pressure and uncertainty in regard to welfare reform with additional calls on support from the council, and the closure of government programmes such as the Independent Living Fund mean that vulnerable people lose access to funding that had previously helped to address inequalities.
42. Legislative reforms in regard to "staying put" for supporting children in care into adulthood and additional support for people with disabilities and carers have been welcomed but are not fully funded by government, causing financial burden on the council.
43. The impact of the Greater London Provincial Council pay agreement for low paid staff affects the cost base for the council, as does any increase in London Living Wage rates or nationally agreed staff pay rates.
44. There are significant financial pressures presented by increasing demand for temporary accommodation and consequent costs. This pressure is believed to have been caused not least by recent legislative changes especially with regard to welfare benefit, the costs of housing in inner London and population movements.
45. Any changes in government policy or legislation, for example, the Housing and Planning Act or forcing 'coasting' or 'failing' schools to become academies may also have financial consequences for the council.

Voluntary severance

46. In order to mitigate the impact of cuts and budget reductions on staff, the enhanced voluntary severance scheme was extended for applications until 30 June 2016. Where possible departments are asked to meet these costs from within their departmental budgets and savings from related staff budgets. The council faces one-off cost pressure from redundancies, following planned organisational restructures and the voluntary redundancy process underway.

Demographic pressures

47. The council faces demographic growth pressures and changes in the population profiles which results in both additional numbers of referrals and increased levels of need.
48. NRPF (No Recourse to Public Funds) is demand driven and has become a significant drain on council resources. Despite increased action in this area, caseload remains high with a current upward demand trend.
49. Public Health pressures from demand pressure in Sexual Health Services
50. Special Education Needs cost pressures with rising costs in placements and related transport, increasing demand in services for young people over 16 years old, and increasing demand in particular for Autistic Spectrum Disorder (ASD) placements.

Cost pressures

51. The council is managing cost pressures within local NHS acute services by providing timely and good quality support in the community, seven days a week. Additional pressure is being felt by social care services and associated budgets such as community equipment.
52. There will be cost pressure in future years from implementation of the Southwark Ethical Care Charter in home care contracts, mitigated by any efficiency gains to providers through the positive impacts on staff recruitment and retention.
53. In education, potential changes to the National Funding Formula remain a medium term risk for the council.
54. There are pressures arising from providing staff pensions and in coming years from the actuarial review of the pension fund. The council targets sustained upper quartile performance for pension fund investments.

Reserves

55. The council retains a level of earmarked reserves and these are reported each year within the annual statement of accounts. These reserves are maintained to fund :
- invest to save opportunities, which form part of the modernisation agenda and are expected to deliver future ongoing revenue savings
 - investment in regeneration and development where spend may be subject to unpredictable market and other factors
 - exceptional items or pressures which are difficult to predict and which are not included in revenue budgets or within the capital programme.

56. The budget approved by council for 2016-17 included a planned release of reserve of £6.2m. This call on reserves provided some flexibility in terms of budget setting and the savings that the council identified in the Policy and Resources Strategy.

Summary of earmarked reserves	Balance as at 31/3/2015 £000	Net movement in reserves £000	Balance as at 31/3/2016 £000
Corporate projects and priorities	16,866	(7,294)	9,572
Service reviews and improvements	27,922	(9,921)	18,001
Capital programme and other capital investment	30,345	(3,523)	26,822
Strategic financing, technical liabilities and future financial risks	29,645	(868)	28,777
Total	104,778	(21,606)	83,172

57. Budget proposals for 2017-18 and 2018-19 include £5m and £4m respectively from reserves to support the revenue budget.

Next steps

58. The main governance steps to establishing the 2017-18 general fund revenue budget are outlined in the table below:

Date	Meeting	Report	Purpose
01/11/2016	Cabinet	P&R strategy	Update the financial remit and confirm the size of the budget challenges facing the council in the period to 2019-20
13/12/2016	Cabinet	P&R strategy	Provide options for meeting the budget challenges over the next three financial years
13/12/2016	Cabinet	Council Tax base	Confirm the council tax base to apply for 2017-18
24/01/2017	Cabinet	P&R strategy	Select proposed solutions for meeting the budget challenge
30/01/2017	Overview and Scrutiny	P&R strategy	Comment on and make recommendations in respect of the cabinet's proposed 2017-18 budget and indicative budgets for future years
07/02/2017	Cabinet	P&R strategy	and set a balanced budget for 2017-18
22/02/2017	Council Assembly	P&R strategy	Council Tax setting and approve a balanced budget for 2017-18 and agree indicative budgets for 2018-19 and 2019-20

Community impact statement

59. Transparency and fairness form part of the seven budget principles and are an underlying principle in the Council Plan. As with the budget for 2016-17 and for previous years, each department will undertaken equality analysis/screening on its budget proposals ahead of the final decisions being taken. Where screenings identify potential impacts more detailed analysis is being carried out
60. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on different groups. The analysis also considers if there may be

any unintended consequences and how any of these issues can be mitigated. Analysis is also undertaken to consider any cross-cutting and organisation-wide impacts.

61. For many services the budget proposals will include efficiencies which have staffing implications. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
62. The development of equality analysis informs each stage of the budget process and work continues to update the analysis as further information becomes available throughout the cycle of planning and implementation.
63. Initial equalities analysis/screening has been undertaken for all budget options, the outcome is included as a background document.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

64. The constitution determines that cabinet consider decisions regarding the strategic aspects of the regulation and control of the council's finances. The council has a legal obligation to set a balanced budget on an annual basis as prescribed in the Local Government and Finance Act 1992 and associated Regulations. The issues contained in this report will assist in the future discharge of that obligation.
65. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
 - Eliminate unlawful discrimination harassment and victimisation
 - Advance equality of opportunity between people who share protected characteristics and those who do not
 - Foster good relations between people who share protected characteristics and those who do not.
66. Decision makers must understand the effect of policies practices and decisions on people with protected characteristics.
67. Equality analysis is the mechanism by which the council considers these effects. The report sets out how it is proposed equality analysis will be undertaken in relation to the budget proposals.
68. It is essential that cabinet give due regard to the council's duty under the Equality Act 2010 and the implications for protected groups in the context of that duty in relation to this decision and future decisions on the budget proposals.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources 2016-17 to 2018-19 : cabinet 27/01/16	160 Tooley Street PO Box 64529 London SE1P 5LX	Jennifer Seeley 020 7525 0695
Link: http://moderngov.southwark.gov.uk/documents/b50006581/Supplemental%20no.%202%20Wedne		

Background Papers	Held At	Contact
sday%2027-Jan-2016%2016.00%20Cabinet.pdf?T=9		
Council's Fairer Future Budget Principles approved by cabinet (September 2015)	160 Tooley Street PO Box 64529 London SE1P 5LX	Jennifer Seeley 020 7525 0695
Link: http://moderngov.southwark.gov.uk/documents/s56454/Report%20and%20appendices%202016-17%20PR%20Scene%20setting.pdf		
Grant Thornton review of the Council's arrangements for securing financial resilience	160 Tooley Street PO Box 64529 London SE1P 5LX	Jennifer Seeley 020 7525 0695
Link: http://moderngov.southwark.gov.uk/documents/s40434/Appendix%20A%20Southwark%20Financial%20Resilience%20Report%202012-13.pdf		
Grant Thornton - Report on Value for Money for Southwark Council for the year ended 31 March 2014	160 Tooley Street PO Box 64529 London SE1P 5LX	Jennifer Seeley 020 7525 0695
Link: http://moderngov.southwark.gov.uk/documents/s48527/Appendix%201.pdf		
LGA peer review of Southwark	160 Tooley Street PO Box 64529 London SE1P 5LX	Stephen Gaskell 020 7525 7293
Link: http://moderngov.southwark.gov.uk/documents/s59188/Report%20LGA%20Peer%20Review%20Southwark.pdf		

APPENDICES

No:	Title
Appendix A	Updated Fairer Future Medium Term Financial Strategy and Integrated Efficiency Plan
Appendix B	Letter from DCLG 10 March 2016

AUDIT TRAIL

Cabinet member	Councillor Fiona Colley, Finance, Modernisation and Performance	
Lead officer	Duncan Whitfield, Strategic Director of Finance and Governance	
Report author	Jennifer Seeley, Director of Finance	
Version	Final	
Dated	9 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		9 September 2016

APPENDIX A

Fairer Future medium term financial strategy and integrated efficiency plan 2017-18 to 2019-20

Foreword

The Council continues to face significant financial pressures as government funding continues to reduce at the same time as demand for our services increases. Since 2010 Southwark has seen some of the biggest funding reductions across London and indeed the whole country. The scale of these cuts have been unprecedented in local government and our systems have had to be flexible and robust to deal with them.

During this time, we have focused on the delivery of our fairer future promises and values and we have developed fairer future budget principles to support the annual budget setting process. We have consistently promised value for money and stuck with the principle of spending money as if it were from our own pocket.

Everything we do is underpinned by the Fairer Future Council Plan. The Council Plan sets out priorities for the Council and importantly now incorporates the new theme: Fit for the Future. This theme reinforces the Council's commitment to efficiency and modernisation as the resources available to us reduce and as demands increase.

We will continue to develop our workforce, our workspace, our digital services and our technology to create a modern and sustainable council. We will invest through our modernisation programme and seek value for money and high quality customer service in everything we do.

Our financial position sits at the heart of these developments. We will continue to invest our balances and reserves as necessary, not only to support modernisation, but to deliver our huge ambitions for regeneration throughout the borough.

However, there is still much work to be done. Not all of our funding reductions can be managed through efficiency and there will inevitably be services that need to be reduced or stopped altogether. Fees and charges will need constant review.

The success of our approach to date has been clear; more than £120m per annum in efficiency savings since 2011-12 and a further £40m per annum agreed by Council Assembly in February 2016 to be delivered over the next three years. And still the seventh lowest Council Tax in London.

Despite the challenges of our ever reducing funding position, this administration remains determined to keep our Fairer Future promises, to protect and modernise our services and to maintain excellent financial planning that is more than fit for the future.

COUNCILLOR FIONA COLLEY

CABINET MEMBER FOR FINANCE,
MODERNISATION & PERFORMANCE

Introduction

Council services that support all major policy objectives and priorities as set out in the Council Plan are delivered using a range of different resources. This document sets out the council's strategy to ensure proper financial management and control and to secure efficiency.

It should be considered in conjunction with all other service and support service strategies and resources strategies in relation to financial management and the Council Plan theme to be Fit for the Future.

The FFMTFS sets out the financial principles of the Council and the remit within which it plans its business. The strategy is set in the context of a number of key themes, each structured to support all major policy objectives and priorities as set out in the Council Plan. These themes are closely linked to the Fairer Future for all vision and the values and promises linked to it.

Over the period of the FFMTFS the Council will seek to achieve the following:

- A balanced three year budget agreed annually, subject to funding certainty.
- A robust ten year capital programme.
- A ten year housing investment programme, secured and maintained.
- Maximisation of the collection income due to the council.
- Maintenance of appropriate levels of general and earmarked balances and contingencies to protect council services and assist in mitigating future risks and delivering committed programmes of work including regeneration and modernisation..
- Maximisation of returns from council investments, within a prudent framework.
- Minimisation of the impact of fraud and corruption on council business.
- Unqualified accounts each year.

Integrated Efficiency Plan



The integrated efficiency plan links service delivery with the council's funding expectations. It is locally owned and locally driven. The integrated efficiency plan reflects the advice of the Local Government Association and CIPFA that the efficiency plan does not have to require additional reports and documents which are not currently available to the council.

The integrated efficiency plan demonstrates how the greater certainty from a four year funding settlement from government provides a more stable basis on which to plan the level of further efficiencies and savings which will be necessary to continue to meet the council's responsibilities and priorities within a balanced and affordable budget.

The integrated efficiency plan covers the full 4 year period and taken as a whole is open and transparent about the benefits the council will deliver to the council, community, residents, neighbourhoods, and to those partners in the public, voluntary, community and private sector.

The integrated framework is set out below.

Integrated Efficiency Plan

+++ INTEGRATED EFFICIENCY PLAN +++	Fairer Future Vision										
	<p>The council will 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.</p>										
	Fairer Future Principles										
	<p>Treating residents as if they were a valued member of our own family Being open, honest and accountable Spending money as if it were from our own pocket Working for everyone to realise their own potential Making Southwark a place to be proud of</p>										
	Fairer Future Promises										
	Promise 1	Promise 2	Promise 3	Promise 4	Promise 5	Promise 6	Promise 7	Promise 8	Promise 9	Promise 10	
	Council Plan										
	Quality affordable homes	Best start in life	Strong local economy	Health active lives	Cleaner greener safer	Revitalised neighbourhoods	Fit for the future				
		Policy and Resources Strategy Fairer Future Budget Principles									
	Service Strategies										
<p>Children's Services Adults' Services Public Health Environment services Leisure Services Housing services Modernisation services</p>											
Medium Term Resources Strategy											
Fairer future medium term financial strategy	Workforce strategy	Asset Management	Voluntary and Community Sector	Fairer Future Procurement Strategy	Technology (digital strategy)	Facilities Management					

Fairer Future Budget Principles

Our budget principles are:

At a time of unprecedented cuts imposed by central government, the budget will continue to prioritise the promises we made in the Fairer Future council plan and will seek to protect services for the most vulnerable.

We will keep any council tax increase at or below inflation and take into consideration the wider impact of austerity measures on residents and public services in Southwark.

We will be responsible guardians of public finances and plan ahead by developing a three year balanced budget supported by prudent use of reserves.

To achieve this

The council will spend money as if it were coming from our own pocket. We will put value for money at the heart of this budget, taking every opportunity to modernise and transform working practises and to make the council more efficient.

We will continue to find alternative ways of providing services more efficiently and effectively by working jointly with partner organisations such as the health sector, the voluntary sector, local businesses and other local authorities.

We will seek to generate additional income by reviewing fees, charges and contributions and seeking further opportunities to provide commercial services. This may include introducing charges for some discretionary services that are currently free.

Some services currently provided by the council may have to stop, and many will have to be delivered differently or reduced.

We will be open, honest and accountable.

- We will build on the outcomes of budget consultations conducted over the last five years, reflecting the priorities of our residents and stakeholders as we develop proposals.
- We will conduct ongoing consultation on the tough choices we must make and be transparent with any specific group or groups of users or staff who may be affected by any cut, reduction or significant change in service provision as soon as possible and explore with them other ways to provide the service.
- We will conduct an equalities impact assessment for our budget proposals.

A reduced budget will inevitably mean that the size and composition of our workforce will change. We will treat our staff with respect. We will do everything we can to retain staff through redeployment and retraining, to minimise compulsory redundancies and to assisting staff who are leaving the council.

Financial management

- To restrict spending to within budgeted limits whilst sustaining and achieving performance improvement in line with strategic policies and priorities.
- To recover fees and charges in line with agreed scales that match budget targets
- To rigorously review all proposed unavoidable commitments and ensure that all possible avenues for delivery, including alternative funding, have been explored, and that the costs have been kept to the minimum required to meet statutory and contractual requirements.
- To fund new service growth from additional, identified departmental savings.
- To underpin all council resource allocation decisions with financial reality and health checks.
- To return all windfall benefits not planned within base budgets to central resources for corporate allocation in line with Council Plan and other strategic priorities.

Value for money, efficiency and the management of financial performance

- To ensure that value for money is sustained and impact of spending reductions on service performance and quality is mitigated as far as effectively possible.
- To monitor and benchmark service performance relative to costs against other councils, nationally and locally.
- To ensure there is an appropriate test of value, efficiency and quality in commissioning arrangements.
- To maximise returns on cash investments while maintaining capital preservation and liquidity.
- To target sustained upper quartile performance for pension fund investments.
- To maintain a robust programme of efficiencies and other savings that minimise the impact on the delivery of local priorities.
- To invest to save on the basis of sound and robust business cases.
- To continually review the extent and costs of discretionary services or activity being provided in the context of service priorities and resources available, and explore alternative ways of providing a discretionary service or activity prior to proposing any cut or reduction.

Reserves and balances

- To maintain a central contingency at a sufficient level to cover demand pressures that are volatile, difficult to predict or unforeseen and cannot be reliably quantified at the time the budget is set.
- To maintain reserves and balances at a level sufficient to manage the potential risks and opportunities of the council.
- To target the maintenance of a general fund balance that is consistent the average of other similar London Boroughs and that reasonably reflects the council's risk profile.
- To maintain appropriate earmarked reserves to mitigate service and funding risks, allows for smoothing of cost over time, pressures arising from major council projects and priorities, not least regeneration and development, modernisation and service improvement.
- To allocate to reserves any money received from relevant short-term funding streams, to meet the implementation costs of major projects.

Income and Investments

- To maintain the Southwark element of any council tax increases within consumer price index inflation levels over a medium term planning horizon.
- To maximise billings and improve council tax collection rates and non-domestic rates (NNDR) collection rates eliminating unnecessary waste identified within processes.
- To maximise external funding opportunities whilst ensuring the continuance of and further investment in key priorities.
- To achieve an effective and prioritised forward strategy when specific external funding streams cease.
- To maximise the council's income generation by seeking income streams in line with council policies and priorities.
- To review discretionary fees and charges annually, and to increase to a level, at a minimum, that is equal to the most appropriate London average (e.g. inner London, family, groupings etc) except where this conflicts with council policy, would lead to adverse revenue implications or would impact adversely on vulnerable clients.
- To increase all fees and charges capped by statute to the maximum level the cap allows.
- To act to reduce arrears overall, with particular emphasis on council tax, rent and NNDR, and seek prompt payment or payment in advance so as to improve the council's overall cash flow position.
- To ensure a suitable provision for doubtful debts to cover any eventual write-off of bad, uncollectable debt, with a documented methodology based on known best practice and local knowledge, which is reviewed annually and notified to all relevant staff.

Treasury Management

- To optimise investment income returns within the principles of "security, liquidity then yield", in line with the risk appetite and counterparty selection as set out in the Treasury Strategy report as approved by Council Assembly each year.
- To manage debt from borrowing in line with the principles of the Prudential Code and within the setting of Prudential Indicators as approved by Council Assembly each year.
- To use prudential borrowing only where business cases are agreed in accordance with the principles of the overall treasury strategy.
- To seek to reduce the cost of borrowing through debt repayment or debt refinancing where it is economically viable and affordable within the budget framework to do so.
- To set aside funds from the revenue budget to meet the cost of the repayment of debt in accordance with statutory provisions or under the requirements of the Prudential Code.
- To secure increased funding levels of the pensions fund over time to achieve 100% funding within the period recommended by actuaries.

Capital Programming

- To incorporate all major strategic projects in the mainstream capital programme for regular agreement by cabinet and by Council Assembly.
- To exploit opportunities afforded through the regeneration programme, including setting a target for capital receipts from regeneration projects to support the council's future capital programme.
- To profile capital schemes realistically over their lifetime and apply full whole life costing principles to all major capital projects including investment and disposal decisions.
- To establish over the medium term sufficient lifecycle maintenance provision for the council's fixed assets where the assets are essential for service delivery and it is cost effective to maintain them in line with the council's asset management plans.
- To review uncommitted budgets within the existing approved capital programme annually and reprioritise as necessary.
- To identify, review and select the most appropriate procurement strategies and partnerships arrangements (where appropriate) for all major capital projects.
- To maximise and accelerate the programme of capital receipts ensuring best consideration and due regard to service provision, in line with the asset management strategy.
- To maximise use of planning gains and associated benefits in accordance with agreements and strategic priorities, by prioritising the use of external grants and planning gains ahead of corporate receipts.
- To pool corporately all capital receipts without any specific earmarking unless so directed by the cabinet.
- To build and maintain a capital contingency reserve (£5m) to fund urgent and unavoidable works, including health and safety and DDA works.

Housing Finance

- To ensure the adoption of a balanced Housing Revenue Account (HRA) budget for the medium term and to maintain a business plan for the HRA consistent with self financing requirements.
- To support the provision of landlord services to residents, including planning for balance levels adequate to support the continuing provision of these services.
- To set rents in accordance with legal constraints and to reflect these levels of income in the HRA self financing business plan.
- To calculate service charges for tenants and leaseholders to match relevant costs for services provided.
- To support the delivery of the housing investment programme within the context of self financing.

Financial Control and anti-fraud

- To review controls, systems and processes and ensure proposals for improvement following fraud loss are robust.
- To promote efficiencies to tackle fraud through collaborative working, including local and regional partnerships.
- To share information and good practice with key stakeholders, within statutory guidelines in the interest of preventing and detecting fraud. This will include continuing to undertake statutory data matching across all relevant service areas.
- To ensure a systematic and comprehensive approach to fraud prevention across all service provision.
- To promote ethical behaviour and raise fraud awareness.
- To promote a zero tolerance approach towards fraud which ensures dishonesty is managed firmly, fairly and consistently.
- To constantly keep under review key fraud risks so that fraud exposure is minimised.
- To enhance the effectiveness of the anti-fraud service through maximising and reinvesting losses recovered.
- To successfully manage operational demand through times of change.
- To conduct professional investigations in line with the changing statutory environment and requirements.
- To minimise fraud risk across all service provision through the effective provision of advice and support.
- To ensure continued fitness for purpose, through regular and rigorous review, of policies, procedures and working practices in relation to the prevention and detection of fraud.

Contact us

We'd like to hear what you think about this Integrated Efficiency Plan and if you've got questions, we are here to answer them.

There are lots of different ways to get in touch with us and share your views.



@lbs_southwark



/southwarkcouncil

Or if you prefer, email councilnews@southwark.gov.uk or call 020 7525 7251.



Department for
Communities and
Local Government

The Rt Hon Greg Clark MP
*Secretary of State for Communities and Local
Government*

**Department for Communities and Local
Government**
4th Floor, Fry Building
2 Marsham Street
London SW1P 4DF

Tel: 0303 444 3450
Fax: 0303 444 3289
E-Mail: greg.clark@communities.gsi.gov.uk

www.gov.uk/dclg

10 March 2016

Dear Colleagues

MULTI-YEAR SETTLEMENTS AND EFFICIENCY PLANS

On 17 December I announced a historic opportunity for councils to achieve greater certainty and confidence from a 4-year budget. I see this as a key step to supporting you to strengthen your financial management, at the same time as working collaboratively with your local partners and reforming the way services are provided.

The settlement consultation process showed great support for this approach and identified a number of queries about what the offer includes and the requirements for applying to accept this offer. I have therefore set out some further details in the attached annex. But I want to reiterate that I want this offer, and the production of an efficiency plan, to be as simple and straightforward as possible, and reassure you that this is not about creating additional bureaucracy.

If you wish to apply to accept the offer you simply need to send an email or letter to MultiYearSettlements@communities.gsi.gov.uk by **5pm on Friday 14th October** and include a link to your published efficiency plan.

I do not intend to provide further guidance on what efficiency plans should contain – they should be locally owned and locally driven. But it is important that they show how this greater certainty can bring about opportunities for further savings. They should cover the full 4-year period and be open and transparent about the benefits this will bring to both your council and your community. You should collaborate with your local neighbours and public sector partners and link into devolution deals where appropriate.

Of course this offer is entirely optional. It is open to any council to continue to work on a year-by-year basis, but I cannot guarantee future levels of funding to those who prefer not to have a four year settlement.

I have been delighted by the response of councils all over the country to the offer of four year budgets and I look forward to hearing from you if you would like to avail yourself of it.

For any further queries, please contact officials at the above address.

Yours sincerely

A handwritten signature in black ink, appearing to be 'G Clark', written in a cursive style.

THE RT HON GREG CLARK MP

Annex

Conditions of the multi-year settlement

The Government will offer any council that wishes to take it up a four-year funding settlement to 2019-20. This includes:

- Common Council of the City of London
- London borough councils
- district councils
- county councils
- Council of the Isles of Scilly
- Greater London Authority
- metropolitan county fire and rescue authorities
- combined fire and rescue authorities.

The Government is making a clear commitment to provide minimum allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan.

What the offer includes

On 9 February we provided summaries and breakdown figures for each year to your s151 Officer. From those figures the relevant lines that are included in the multi-year settlement offer, where appropriate, are:

- Revenue Support Grant;
- Transitional Grant; and
- Rural Services Delivery Grant allocations.

In addition, tariffs and top-ups in 2017-18, 2018-19 and 2019-20 will not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.

The Government is committed to local government retaining 100% of its business rate revenues by the end of this Parliament. This will give them control over an additional £13 billion of tax that they collect.

To ensure that the reforms are fiscally neutral local government will need to take on extra responsibilities and functions. DCLG and the Local Government Association will soon be publishing a series of discussion papers which will inform this and other areas of the reform debate.

The new burdens doctrine operates outside the settlement, so accepting this offer will not impact on any new burden payments agreed over the course of the four years.

The Government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement, the Government expects these to be the amounts presented to Parliament each year.

Process for applying for the offer

Interest in accepting this offer will only be considered if a link to a published efficiency plan is received by 5pm Friday 14th October. We will provide confirmation of the offer shortly after the deadline.

Efficiency Plans

Efficiency plans do not need to be a separate document. They can be combined with Medium Term Financial Strategies or the strategy set out in the guidance (<https://www.gov.uk/government/publications/guidance-on-flexible-use-of-capital-receipts>) on how you intend to make the most of the capital receipt flexibilities if appropriate.

The Home Office will provide guidance on the criteria and sign off process for efficiency plans for single purpose Fire and Rescue authorities. All Fire and Rescue authorities, including those which are county councils, should set out clearly in their efficiency plans how they will collaborate with the police and other partners to improve their efficiency.

Process for those who do not take up the offer

Those councils that chose not to accept the offer, or do not qualify, will be subject to the existing yearly process for determining the local government finance settlement.

Allocations could be subject to additional reductions dependant on the fiscal climate and the need to make further savings to reduce the deficit.

At present we do not expect any further multi-year settlements to be offered over the course of this parliament

Item No. 11.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Refresh of the Council Plan 2014-18	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Peter John, Leader of the Council	

FOREWORD – COUNCILLOR PETER JOHN, LEADER OF THE COUNCIL

When I first became Leader in 2010, we quickly set about putting in place our promises to deliver a fairer future. Six years on I'm really proud of what we've achieved in making those promises and plans a daily reality for many across our fantastic borough. The facts speak for themselves. We've kept all our libraries open, and built two new ones at Canada Water and Camberwell. And now Canada Water is among the busiest libraries in London. As the Olympic Games commenced, we opened The Castle Leisure Centre with free gym and swim on offer to residents. The World Health Organisation has accredited us as an age friendly borough, meaning whatever your age you can get the best from living here.

We're making Southwark the place in London to learn and earn. Most of our secondary schools have 70 per cent or more students securing at least five good GCSEs. 91 per cent of all our Schools are rated "good" or better by Ofsted. Over 400 new apprenticeships were created in the last year alone, the best in London. Over the last two years our investment, including through regeneration, has helped over 2,500 residents start new jobs. In fact, more people are employed in Southwark in 2016 than at any other time this century.

And this is a great place to call home. We've delivered on our promise to make council properties warm, dry and safe with over £250m worth of improvements benefitting over 5,000 residents and decency rates for homes at their highest rate in 10 years. Your council rents continue to be among the lowest in London. In the last five years, we've delivered 2,646 new affordable homes, over half of these at social rents, which is one of the best records in the country. We're on track to build 1,500 new council homes by May 2018 with many more new homes under construction through the major regeneration of Elephant & Castle, Aylesbury and Canada Water. We have the best recycling rates in inner London. And although we're only 11 square miles, we're bursting with fabulous open spaces with 23 of the borough's parks awarded the prestigious green flag making Southwark a great place to go out, get active and have fun!

And all of this has been done whilst delivering £156m in savings over the last five years, with another £69m savings required before 2019, as a result of unprecedented and sustained reductions in government funding to our borough since 2010.

It's not just us thinking this is a great council and place to be either – an independent assessment of the council by the Local Government Association found we had a 'can-do approach' and much to be proud of.

Six years ago we put together an ambitious set of commitments to you, as residents, businesses, and the wider community, with many already achieved. There is more to do and we face new realities including a new housing and planning Act putting different pressures on us locally, and more broadly what the borough's place will be in a country outside of the European Union.

So as we refresh our plans to take account of what's changed and might change up to 2018, I'd like to thank you for the part you play in continuing to make Southwark the best borough in the country. I'm confident our refreshed plan will help us go even further in making good on our promises to you and I look forward to reporting back on how we're continuing to achieve a fairer future for all.

RECOMMENDATIONS

That cabinet:

1. Recommends the proposed refresh of the Council Plan 2014-2018 for agreement by Council Assembly on 30 November 2016.
2. Agrees to the proposed refresh of the Council Plan 2014-2018.

BACKGROUND INFORMATION

3. In February 2015 the council assembly approved the Council Plan 2014-18.
4. The Council Plan is Southwark Council's (the council's) overarching business plan. It sets out the programme of work that the council will achieve over the period 2014/15 to 2017/18 and as such sets out a clear statement to residents, businesses, local voluntary/community sector organisations and other stakeholders of how the council will work with them to deliver a fairer future for all in Southwark.
5. The Council Plan 2014-18 built on the achievements of the organisation's previous Council Plan. Both plans were developed in light of unprecedented reductions in funding from central government.
6. In the two years since the council adopted its Council Plan 2014-18, the context in which we deliver services has changed and the council as an organisation has changed.
7. The council has made huge strides in delivering key commitments and reshaping our activities to ensure successful delivery against the fairer future vision. To date we have built over 150 new council homes and helped more than 2,500 Southwark residents into jobs, adopted an ethical care charter, opened two new nurseries, secured accreditation as an Age Friendly Borough, and launched a free gym and swim offer - to name a few. A full review of progress against the Council Plan is outlined in the Fairer Future Annual Performance Report 2015/16.
8. These achievements and developments present a timely juncture to fine tune the direction of the Council Plan, ensuring the commitments we make are relevant and continue to achieve a fairer future for all.

KEY ISSUES FOR CONSIDERATION

9. The council has delivered against a number of commitments since adopting the Council Plan 2014-2018, as detailed in the Fairer Future Annual Performance Report 2015/16.
10. Refreshing the Council Plan enables us to build on our achievements so far, reflect the emerging strategic priorities of the council, and establish a set of ambitions that respond to a changing local and national policy context, and organisational change.
11. In light of these developments, a number of new commitments are proposed under each theme.
12. The refreshed Council Plan 2014-2018 retains all the core features of the Council Plan 2014-2018 including:
 - A vision for a fairer future for all in Southwark via the five fairer future principles
 - Ten fairer future promises that set out our key commitments for the residents and businesses of Southwark
 - A set of fairer future themes and commitments around which future delivery will be based
 - An outline of the aims, context and processes that guide delivery.
13. The current Council Plan 2014-18 includes six priority themes, these are:
 - Quality affordable homes
 - Best start in life
 - Strong local economy
 - Healthy active lives
 - Cleaner, greener, safer
 - Revitalised neighbourhoods
14. It is proposed that the refreshed Council Plan adopts a seventh priority theme entitled “fit for the future”. This theme articulates our commitment to deliver responsive, digitally enabled services that adapt well to change and deliver continuous improvement to residents. Building on the strong foundations that we have laid in the last five years through greater efficiencies – and in spite of unprecedented reductions in government funding – this priority will focus on harnessing the skills and talents we need for the changing borough in which we operate.
15. The refreshed Council Plan contains a range of promises and commitments which the Council will deliver up to 2017/18. More detailed performance schedules, which sit beneath this council plan, have been developed for each Council Plan theme. These include lead cabinet member and chief officer responsibility for each commitment apportioned across the cabinet portfolios. This ensures the whole organisation is working towards delivery of the plan.
16. The cabinet will receive an annual performance report on progress against the Council Plan each year. The council’s website will be the primary channel of

regular reporting and communication on the Council Plan, with updates also provided through our Southwark Life magazine.

Community impact statement

17. The purpose of this report is for cabinet to agree the proposed refresh of the Council Plan 2014-2018. Throughout the plan we have made specific commitments to equality and fairness.
18. The proposed promises and commitments have been developed to have a positive impact on different sections of the community and particularly on residents who possess one or more of the protected characteristics.
19. An equality analysis of the implementation of the commitments was completed for the Council Plan 2014-18 and is available as a background document. Equality analysis was also undertaken for the council's Digital Strategy, which is also available as a background document.
20. Future decisions made on the basis of the commitments highlighted in this plan may require further equality analysis to be undertaken and more detailed consideration of the impact on local people and communities as appropriate.

Financial implications

21. There are no immediate resource implications arising from this report. Any additional funding required will be subject to financial appraisal and reported through the council's budget setting process.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

22. It was previously a requirement for local authorities to publish a best value performance plan. The Local Government and Public Involvement in Health Act 2007 removed the powers of the Secretary of State to specify performance indicators and standards for local authorities, the duty on authorities to meet such standards and to publish best value performance plans. However there are clear advantages to the council providing a clear statement to the residents, businesses and other stakeholders about the programme of work that the council is working towards to deliver a set of agreed objectives.
23. A local authority is still required to achieve best value.
24. Equality analysis has been undertaken for the original plan on assessing impact of implementation of the promises and commitments; in addition equality analyses were also carried out on the Digital Strategy. Cabinet is reminded of the requirement to have due regard to the public sector equality duty set out in s.149 Equality Act 2010 in its future deliberations and conclusion. As stated above this analysis is available as a background paper.

Strategic Director for Finance and Governance

25. This report is requesting cabinet to agree the proposed refresh of the Council Plan 2014–2018 and recommend it to council assembly for agreement on 30 November 2016.
26. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report.
27. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Fairer Future Annual Performance Report 2015/16	160 Tooley Street, London SE1 2QH	Nazmin Yeahia nazmin.yeahia@so uthwark.gov.uk
Link: http://moderngov.southwarksites.com/documents/s62943/Appendix%201%20Annual%20performance%20report.pdf		
Council Plan 2014/15-2017/18	160 Tooley Street, London SE1 2QH	Nazmin Yeahia nazmin.yeahia@so uthwark.gov.uk
Link: http://www.southwark.gov.uk/downloads/download/4181/council_plan_2014-18		
Equality analysis of the Council Plan 2014-18	160 Tooley Street, London SE1 2QH	Nazmin Yeahia nazmin.yeahia@so uthwark.gov.uk
Link: http://www.southwark.gov.uk/downloads/download/4076/equality_analysis_of_the_council_plan_201415-2017-18		
Southwark's Digital Strategy: Equality and health analysis	160 Tooley Street, London SE1 2QH	Nazmin Yeahia nazmin.yeahia@so uthwark.gov.uk
Link: http://moderngov.southwark.gov.uk/documents/s59721/Appendix%203%20Southwarks%20Digital%20Strategy%20Equality%20and%20Health%20Analysis.pdf		

APPENDICES

No.	Title
Appendix 1	Refresh of the Council Plan 2014-18

AUDIT TRAIL

Cabinet Member	Councillor Peter John, Leader of the Council	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Nazmin Yeahia, Senior Strategy Officer	
Version	Final	
Dated	9 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 September 2016	

APPENDIX 1

Council Plan

2014 to 2018

Summer 2016 refresh

Foreword

When I first became Leader in 2010, we quickly set about putting in place our promises to deliver a fairer future. Six years on I'm really proud of what we've achieved in making those promises and plans a daily reality for many across our fantastic borough. The facts speak for themselves. We've kept all our libraries open, and built two new ones at Canada Water and Camberwell. And now Canada Water is among the busiest libraries in London. As the Olympic Games commenced, we opened The Castle Leisure Centre with free gym and swim on offer to residents. The World Health Organisation has accredited us as an age friendly borough meaning whatever your age you can get the best from living here.

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And all of this has been done whilst delivering £156m in savings over the last five years, with another £69m savings required before 2019, as a result of unprecedented and sustained reductions in government funding to our borough since 2010. It's not just us thinking this is a great council and place to be either – an independent assessment of the council by the Local Government Association found we had a 'can-do approach' and much to be proud of.



Councillor
Peter John
OBE
Leader of the
Council

Six years ago we put together an ambitious set of commitments to you, as residents, businesses, and the wider community, with many already achieved. There is more to do and we face new realities including a new housing and planning Act putting different pressures on us locally, and more broadly what the borough's place will be in a country outside of the European Union.

So as we refresh our plans to take account of what's changed and might change up to 2018, I'd like to thank you for the part you play in continuing to make Southwark the best borough in the country. I'm confident our refreshed plan will help us go even further in making good on our promises to you and I look forward to reporting back on how we're continuing to achieve a fairer future for all.

Introducing the cabinet team



Councillor Peter John OBE
Leader of the Council



Councillor Stephanie Cryan
Deputy Leader and Cabinet
Member for Housing



Councillor Maisie Anderson
Cabinet Member for Public
Health, Parks and Leisure



Councillor Fiona Colley
Cabinet Member for Finance,
Modernisation and Performance



Councillor Barrie Hargrove
Cabinet Member for
Communities and Safety



Councillor Richard Livingstone
Cabinet Member for Adult Care
and Financial Inclusion



Councillor Victoria Mills
Cabinet Member for Children
and Schools



Councillor Johnson Situ
Cabinet Member for Business,
Employment and Culture



Councillor Mark Williams
Cabinet Member for
Regeneration and New Homes



Councillor Ian Wingfield
Cabinet Member for Environment
and the Public Realm

About this council plan refresh

What is the council plan?

As the overall plan for the organisation, the council plan describes how we will deliver on our vision of a fairer future for all, by making a series of promises and commitments to the people of Southwark.

This refreshed council plan considers the progress we have made since 2014 and consolidates our ambitions for the next two years.

As our plan of action, the council plan will shape what every team and member of staff does, meaning that we are all working together to achieve our shared goals; all the while recognising that a modern, agile and forward looking organisation is crucial to delivering our promises.

We aspire to be more than the sum of our parts. We know that when we work together to achieve shared goals, we achieve so much more and it's by working together that we can make the vision of a Fairer Future for all a reality.

Why are we refreshing the council plan?

Our work to revitalise communities has moved from an ambition to a reality, as we begin to visibly improve places and spaces in Southwark.

Our young people are doing even better at school and we're making sure everyone is able to stay healthy and active irrespective of their age or ability.

This means that many of the commitments we made in 2014 have already been met, such as the adoption of a ethical care charter, the opening of two new nurseries, accreditation as an Age Friendly Borough,

and the launch of a free gym and swim offer - to name a few.

But the world continues to change and Southwark faces new and different challenges to those faced in 2014. The country's decision to leave the European Union will have lasting impact on the borough.

Major changes to government policies, such as the Housing and Planning Act mean that as London's largest landlord we will need to rethink the way we deliver and fund some services. Throughout we want to stay agile as an organisation so that we can continue to deliver the very best for our residents.

We're proud of everything we've achieved since 2014. By refreshing our council plan we can take stock, refine and rebalance our commitments so that we can do even more to deliver a fairer future for all.

What will the refreshed council plan deliver?

We have reaffirmed our promises to improve schools, build more new homes, help more residents into jobs, revitalise our neighbourhoods, and keep Southwark safe. Our commitments reflect the great progress we've made, and set out our aspirations for Southwark until 2018.

We want to be a council that doesn't overlook any one group or community. We want to bring everyone with us, which means we'll hear the voices of all in our borough, and do everything we can to ensure residents get the most out of the opportunities around us. So, throughout the plan, we have made specific commitments to equality and fairness.

And since the council took over important responsibilities for public health in 2013, and responsibilities for early years public health in 2015, we have been thinking differently and more ambitiously about what we want to achieve.

Our vision of a fairer future is one that can't happen unless we address the inequalities in health that prevent too many from reaching their full potential. We are determined to be a council that truly makes a difference to the health of our people. Throughout this plan, there are specific actions that will help us achieve this.

How will we report on progress?

We will be transparent and accountable about what it is that we're going to deliver. That's why we'll be regularly checking to make sure that we are meeting our targets and report back on progress. The cabinet will also receive an annual performance report each June covering the previous year's performance. We'll also communicate our progress through our website and Southwark Life magazine.

Our fairer future principles

What makes our borough so special, so vibrant and so different to anywhere else in London or the UK is the people that live here. They shape the character and voice and culture of our borough. They are the soul of the borough.

That's why our residents are central to everything we will achieve over the next four years. They have helped us form the principles that are the backbone of this plan.

In everything we do, we will be led by our fairer future principles. We want people to see their values reflected back in the work their council is doing; we want our work to be guided by the aspirations our residents have for themselves, their families and their community.

What does this actually look like in practice? One example is making sure that it's easy for residents to see how their council tax is being spent, making sure that we're open, honest and accountable.

Another is our commitment to deliver a council wide approach to age friendliness, because we've pledged to treat older and vulnerable residents like valued members of our own family, and the right to easily access information, services and have our needs considered is something we all want for our mum, dad or grandparents.

And we're doing all we can to create jobs and training opportunities in the borough for our residents, working to make sure that everyone can fulfil their potential.

We don't just want our residents to shape our principles - we want to work with residents to create the kind of borough they are truly proud of. That's why we are bringing together residents, businesses

and partners to make the most of the place where we live and create new opportunities for the future.

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

Our ten Fairer Future promises

Promise 1: Value for money

“We will continue to keep Council Tax low by delivering value for money across all our high quality services.”

Promise 2: Free swimming and gyms

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

Promise 3: Quality affordable homes

“We will improve housing standards and build more homes of every kind including 11,000 new council homes 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 4: More and better schools

“We will meet the demand for primary and secondary school places and drive up standards across our schools so at least 70% of students at every secondary school get at least five good GCSEs.”

Promise 5: Nurseries and childcare

“We will help parents to balance work and family life including investment in our children’s centres to deliver more quality affordable childcare and open two new community nurseries”

Promise 6: A greener borough

“We will protect our environment by diverting more than 95% of waste away from landfill, doubling the estates receiving green energy and investing in our parks and open spaces.”

Promise 7: Safer communities

“We will make Southwark safer with increased CCTV, more estate security doors and a Women’s Safety Charter. We will have zero-tolerance on noisy neighbours.”

Promise 8: Education, employment and training

“We will guarantee education, employment or training for every school leaver, support 5,000 more local people into jobs and create 2,000 new apprenticeships.”

Promise 9: Revitalised neighbourhoods

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

Promise 10: Age friendly borough

“We want you to get the best out of Southwark whatever your age so will become an age friendly borough including the delivery of a Southwark ethical care charter and an older people’s centre of excellence.”

Quality affordable homes

Good quality affordable homes are essential to maintaining strong communities and making this a borough which all residents are proud to call home. We are determined to lead the way in London.

We'll build more homes of every kind across the borough and use every tool at our disposal to increase the supply of all different kinds of homes in the borough.

Homes in Southwark will be of such quality that when you come to see families and friends in Southwark, you will not know whether you are visiting homes in private, housing association or council ownership.

We will make sure that vulnerable residents and families are helped to find the right housing and live as independently as possible. We aim for our residents to take pride in and feel responsible for their homes and the local area too.

What progress have we made?

Over the last two years over 150 Council homes have been completed as part of the new council homes programme. We've also worked hard to improve all of our existing housing stock and in 2015 we achieved the highest decency rate in ten years – meaning nine out of ten homes met warm, dry and safe standards.

These are just a few of the accomplishments achieved since 2014, in the next two years we want to do more to make quality affordable homes a reality for our residents.

What are our plans for the future?

We will....

- Build more homes of every kind
- Invest in our existing housing stock, including delivering a quality kitchen and bathroom for every council tenant.
- Build at least 1,500 new council homes by 2018, and 11,000 by 2043.
- Keep council rents low.
- Set up a homeowner agency.
- Improve repair services.
- Manage homelessness and temporary accommodation effectively, leading to better outcomes for residents.
- Support hoarders through multi agency working.
- Refresh the Southwark Housing Strategy.
- Introduce licensing in the private rented sector and further crack down on rogue landlords.
- Have a lettings policy that means that 50 per cent of all new council homes go to people from that area, with the rest going to other Southwark residents

Best start in life

We believe in giving all our young people the best start in life. We want them to be in safe, stable and healthy environments where they have the opportunity to develop, make choices and feel in control of their lives and future.

We will offer our young people and families, including those who are more vulnerable or have special educational needs, the right support at the right time, from their early years through adolescence and into successful adult life.

We will work with our looked-after children to find them stable and loving homes. In our schools, the high demand for new primary and secondary places means we'll make sure there are enough places for all. Our children deserve the very best and that's what we'll always aim for.

What progress have we made?

In the last two years we have opened two new community nurseries and rolled out a free fruit programme to all primary schools. Our secondary schools have gone from strength to strength, with 74 per cent of all secondary school pupils achieving five or more A*-C grades at GCSE in 2015, and we've looked to new ways to resolve longstanding issues, such as childcare for working parents. We're committed to giving every child the best start in life, and our plans for the next two years will drive this ambition.

What are our plans for the future?

We will...

- Invest more in 'early support' for families.
- Invest in the borough's children's centres.
- Deliver more quality affordable childcare places.
- Guarantee a local primary place for every child.
- Ensure that 70 per cent of students at every secondary get at least five good GCSEs.
- Open new secondary schools to meet demand including on the Dulwich Hospital site in East Dulwich.
- Help more people to foster and adopt by paying their council tax for them.
- Protect children and young people from harm by tackling child sexual exploitation, domestic violence, neglect, female genital mutilation and violent crime.
- Work with and support parents to secure the best possible outcomes in life, for them, their children, and their family.
- Ensure a top quality children's playground in every local area.
- Increase library access with a free library card to every secondary school child.

Strong local economy

When our economy is strong, then all our residents benefit. It brings more opportunities for people in Southwark to find work, get into training and achieve their aspirations. We want our town centres and high streets to thrive. We want to make Southwark the place to do business in a central London and a global economy, where business owners know this is the borough where their enterprises will grow and prosper.

We want our residents to be and stay financially independent. With local business and other partners we'll make sure our residents are equipped with the skills and knowledge to access the many exciting opportunities that being in Southwark brings.

What progress have we made?

Over the last two years we've partnered with businesses, education and training providers and a host of stakeholders to strengthen our local economy.

We are on track to support 5,000 local people into jobs; we have created hundreds of apprenticeships and established the Southwark Apprenticeship Standard, delivering a higher quality offer, including payment of the London Living Wage, for residents. Our high streets have benefitted from innovative projects through the High Street Challenge, and we have used planning powers to stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders.

We also delivered programmes to improve the financial inclusion of our residents, especially young people.

What are our plans for the future?

We will...

- Invest in our relationships with businesses through the Southwark Business Forum.
- Support our business improvement districts.
- Encourage our partners to sign up to the diversity standard, our shared commitment to a fairer and more inclusive borough.
- Invest in more affordable business space, street markets and encourage pop-up shops to help start up businesses.
- Enhance and expand affordable studio and performance space.
- Increase access for all to our rich cultural offer.
- Double the number of Southwark Scholarships and award scholarships to local young people from low income backgrounds to study art foundation.
- Guarantee education, employment or training for every school leaver.
- Support a high quality FE and skills offer in the borough.
- Make sure young people are ready for work.
- Make sure local residents benefit from new jobs and apprenticeships.
- Support 5,000 local people into jobs.
- Create 2,000 new apprenticeships
- Encourage young people to save by depositing £20 into every credit union account opened for an 11 year old.
- Stop the spread of pawnbrokers, betting shops, gambling machines and pay day lenders

Healthy active lives

For people to lead healthy lives, we need to tackle the root causes of ill health and reduce the inequalities that limit the lives of too many in our society. We will work to reduce health inequalities and improve people's lives; for example, by making all council homes warm, dry and safe and by building quality new homes, we are helping people to live healthier lives.

We will work with residents and our partners to build resilient communities, extending opportunities to all to maintain and improve their health and wellbeing.

We're also committed to people remaining in their own homes for longer and we want our most vulnerable residents to lead and enjoy independent lives, achieve their goals and have a great future in Southwark.

What progress have we made?

Earlier this summer we rolled out our pioneering free gym and swim offer to all residents, with thousands accessing the service since it was first piloted in 2015. We secured our status as one of a handful of WHO Age Friendly Boroughs and adopted an Ethical Care Charter.

We created even more opportunities for children to stay active through the launch of Play Streets and brought more parks up to 'green flag' standards. The commitments we've made for the next two years will help even more residents to lead healthy active lives, irrespective of their age or ability.

What are our plans for the future?

We will...

- Develop a cross-council plan for age-friendliness in Southwark.
- Enhance the vital work of the voluntary and community sector.
- Encourage all Southwark residents to make use of free gym and swim.
- Encourage residents, businesses and visitors within Southwark to walk and cycle in the borough on safer routes.
- Deliver a safer cycling network.
- Extend bike hire across the borough.
- Work to improve air quality in the borough, including supporting the Mayor's plan to tackle air pollution by extending the Ultra Low Emission Zone to the south circular road.
- Bring ten more parks to green flag standard.
- Deliver 'play streets', where some streets are closed to traffic during school holidays.
- Implement the Southwark ethical care charter, with better paid carers and an end to zero hours contracts.
- Diversify nursing home provision and improve homecare standards, making sure our staff are only ever judged by the quality of care they provide to our older and more vulnerable residents.
- Double the number of free NHS health checks to catch problems like heart disease and diabetes early.
- Reduce the numbers of people contracting HIV and other sexually transmitted infections.
- Further reduce teenage conceptions.
- Take new approaches to tackling obesity.
- Reduce smoking in the borough.

Cleaner greener safer

We want people to feel safe in their borough, to walk down clean streets and to know that their borough is leading the way when it comes to things that matter like recycling and reducing landfill waste. With local people our aim is to deliver the very best so the borough is clean, green and a safe place to be.

We'll keep getting the basics right and continue to do all we can to be as efficient as possible in providing the essential services you need.

We want to make a positive difference to the quality of life in Southwark and by providing good services well, we know we can deliver.

What progress have we made?

In the last two years we've improved our recycling rates to become the best in inner London, whilst also diverting 99 per cent of waste from landfill.

In 2015 a third of all estates were deep cleaned and we've launched targeted campaigns to encourage people to clear up after their dogs.

Our Women's Safety Charter was adopted by 81 licensed premises in 2015, and 250 households were made safer through refurbished entry door systems.

What are our plans for the future?

We will...

- Improve the quality of neighbourhoods.
- Maintain clean streets.
- Continue estate deep cleans.
- Encourage people to keep Southwark clean, and use our enforcement powers where people litter or don't clean up after their dogs.
- Increase recycling rates.
- Divert more than 95 per cent of waste away from landfill.
- Have zero tolerance on noisy neighbours.
- Increase CCTV coverage.
- Deliver the Women's Safety Charter.
- Deliver the Domestic Abuse Strategy.
- Support the Mayor's commitment for dedicated police officers in every ward.
- Campaign for Seeley Drive police base in the south of the borough.
- Double the number of estates receiving green energy from the South East London Combined Heat and Power.
- Use our regulator powers to minimise the impact of the Super Sewer tunnelling on local residents and schools.
- Double capital investment into roads.
- Invest in our libraries, including Nunhead, East Dulwich and Kingswood House, and keep all libraries open

Revitalised neighbourhoods

We are a borough with a proud heritage and a great future. It's a future filled with potential, with some of the most exciting and ambitious regeneration programmes in the country being delivered right on our doorstep.

We will continue work with our local communities to make our neighbourhoods places that we are proud to live and work in.

We will ensure that all our residents can access the benefits of our regeneration programmes and the opportunities created by those programmes – new homes, jobs, and infrastructure.

What progress have we made?

Over the past two years we've seen residents move into new homes and opened a state of the art leisure centre at Elephant & Castle. A new library has been built in Camberwell, with all others kept open.

We're working with local stakeholders to shape the regeneration of the Old Kent Road, and have progressed plans for improvement in Peckham. We've also developed a new Diversity Standard, making good on a key commitment from 2014 to transform how we work together with partners and the community.

What are our plans for the future?

We will...

- Refresh the way we involve residents in decision making.
- Revitalise our neighbourhoods to make them places where we can all be proud to live and work.
- Transform the Aylesbury Estate with new homes, a library, health centre and employment opportunities.
- Transform the Elephant and Castle with a new leisure centre, affordable homes and a shopping centre.
- Revitalise Camberwell, with a new library, homes and upgraded parks and public realm.
- Improve Peckham Town Centre, though improvements to Peckham Rye Station, cultural events and a new academy of theatre arts.
- Deliver an improved playground in Peckham Rye Park.
- Create a vibrant, mixed use town centre in Canada Water.
- Make London Bridge, Bankside and Blackfriars central London's best place to work and visit.
- Transform the Old Kent Road with new homes, businesses, community facilities, and plans for an extended Bakerloo Line.
- Secure the long term future of Greendale and Dulwich Hamlet Football Club.
- Deliver a free cash point in Nunhead.
- Improve connectivity across the borough and make it easier for people get around.
- Deliver a strategic approach to planning and development.
- Bring superfast broadband to Rotherhithe.

Fit for the future

We are a dynamic borough at the heart of London. Ambitious and confident, we want the very best outcomes for our residents. This means leaving no one behind in a fast changing world.

We will be a council that is fit for the future with responsive, digitally enabled services that adapt well to change. Through our digital strategy we will make it easier for residents and businesses on the move to access more services via the web and smartphone.

Three quarters of our staff tell us they are proud to work for the council. We will harness this passion through a workforce plan that empowers staff, grows talent, develops future leaders and attracts the very best to play their part too.

Our values will guide how we engage with our changing community. There's no escaping the impact of dwindling budgets on what we do. We will deliver value for money, whether through charging for certain services and working with new and different partners including beyond Southwark to be more than the sum of our parts. All backed by good governance and sound resource planning for today and in years to come.

What progress have we made?

In the last two years, despite facing some of the largest reductions in funding in the country, we've balanced the books and kept service reductions to a minimum.

We've also changed the way we work, started to modernise our operations and streamlined our senior management arrangements to do more with much less. We've been awarded Investors in People Gold, demonstrating our commitment to developing our staff, our key asset.

We also launched our digital strategy and improved the resident experience by helping even more people access council services through 'MySouthwark'.

What are our plans for the future?

We will...

- Develop the culture, skills, processes and management capability to support a productive, motivated and high performing workforce.
- Provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration across departments.
- Become a leading digital borough, transforming how we serve and enhancing the lives of people in our community so that no one is left behind.
- Deliver a customer experience where services can be accessed at a time convenient to residents and businesses.
- Deliver a modern, responsive, website which can be accessed by residents through a range of devices.
- Deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council.
- Manage council finances and ensure financial sustainability, while delivering value for money through performance and efficiencies.
- Take a zero tolerance approach to fraud, ensuring the fair use of council resources including council housing.

Contact us

We'd love to hear what you think about this Council Plan and if you've got questions, we are here to answer them.

There are lots of different ways to get in touch with us and share your views.



@lbs_southwark



/southwarkcouncil

Or if you prefer, email councilnews@southwark.gov.uk or call 020 7525 7251.

Item No. 12.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Aylesbury Regeneration Delivery	
Ward(s) or groups affected:		Faraday	
Cabinet Member:		Councillor Mark Williams, Regeneration and New Homes	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION AND NEW HOMES

The regeneration of the Aylesbury Estate is a key priority for Southwark Council and will deliver thousands of new homes, including new social rented homes, new open spaces and jobs for our residents. It will also overcome the problems that have affected the estate’s residents for many years, not least the flawed heating system and poor design of the blocks. In 2014 we signed a Development Partner Agreement with Notting Hill Housing Trust to deliver this ambitious programme, and this report sets out how we will bring forward the council’s investment into the regeneration of the Aylesbury to maintain pace of delivery.

As set out in the report the council will bring forward its funding for the demolition of the First Development Site (Bradenham, Arklow, Chiltern and Chartridge) and for Plot 18 (the blue huts, 300-313 Missenden and Northchurch 56-76), this will be repaid to the council by Notting Hill through an increased land payment for these sites. The First Development Site will deliver 800 new homes, with 400 being at social rent or shared ownership and shared equity, Plot 18 will deliver a new library, an early years centre, health centre, GPs practice, an office for the Creation Trust and 122 homes, including over 55s housing.

In addition to bringing forward funding for the demolition of the First Development Site and Plot 18 the council will also underwrite the costs for the detailed planning application for Plot 18 and also for Phase 2 of the Aylesbury (Wendover and the eleven blocks to its east). These steps are essential to maintain pace of delivery for the residents of the estate and deliver the new homes and other benefits that are so desperately needed. Bringing forward this investment into the regeneration of the Aylesbury will have an impact on the HRA, but will not impact upon our other major council housing investment programmes such as new kitchen and bathrooms, new build council homes, ongoing maintenance, and heating systems. We firmly believe that bringing forward this investment in one of our flagship projects is in the best interests of residents on the Aylesbury and will allow us to maintain momentum in delivering truly affordable high-quality homes for local people.

RECOMMENDATIONS

1. To approve a series of actions as set out in paragraphs 10 to 14 of this report to bring forward the delivery of the Aylesbury regeneration programme namely:
 - The council funding directly the demolition of the First Development Site and Plot 18
 - The council underwriting design fees on Plot 18 and Phase 2 in order to progress planning applications
 - The council bringing forward funding for the Approved Premises Facility

2. To delegate approval of the final terms of the agreed actions, as set out in paragraphs 9 to 13 of this report to the director of regeneration.
3. To note that the capital programme monitor in November will include funding provision for Phases 3 and 4 and the community facilities included in Plot 18.

BACKGROUND INFORMATION

4. In April 2014 the council and Notting Hill Housing Trust (NHHT) agreed a Development Partnership Agreement (DPA) as a framework for the regeneration of the Aylesbury Estate over a period of 15 years. This decision followed over 15 years of discussion with residents and key stakeholders about the regeneration of the estate. The DPA was drafted as a flexible document which would take account of the range of issues which may occur over the lifetime of this complex regeneration programme. The DPA includes a business plan which sets out the detail of how individual phases would be implemented and funded. Given the length of the programme, it was always anticipated that the detail of the business plan would be varied as the programme was implemented.
5. Since that date the following key activities have taken place:
 - All tenants from the First Development Site (Chiltern, Bradenham, Chartridge and Arklow) have been rehoused
 - All but 8 of the leaseholder interests from the First Development Site (FDS) have been acquired
 - Community organisations and all tenants have moved from Plot 18 (Thurlow Street). The site is now vacant.
 - Outline planning permission for the regeneration of the estate has been granted
 - Detailed planning consent for the FDS has been granted
 - A detailed planning application for Plot 18 (new library, early years centre, GPs practice, office for Creation Trust and 122 homes) has been submitted by NHHT
 - 442 tenants from Phase 2 have been rehoused. The majority of these properties are now being used for temporary accommodation.
 - 32 leaseholder interests in Phase 2 have been acquired. The majority of these properties are now being used for temporary accommodation.
 - 32 leaseholder interests from later phases have been acquired. The majority of these properties are now being used for temporary accommodation.
 - 145 Southwark residents have benefitted from NHHT's programme of employment support and training, including 31 job starts, 76 training places, 14 apprenticeships, 30 young people receiving 1:1 support and 51 Working Communities bursaries awarded
 - 1,136 Walworth residents and 38 businesses have engaged with the Aylesbury regeneration project since April 2016
 - 19 local groups have received a combined £22,500 in community grants from NHHT to deliver projects to benefit Aylesbury residents
 - A four year funding agreement (using funding from NHHT) has been negotiated with Creation Trust to provide key social and economic activities.

KEY ISSUES FOR CONSIDERATION

6. Earlier this year, the following key work streams were identified as being capable of being taken forward at an earlier point than that anticipated in the Development Partnership Agreement:

- The submission of a planning application for Plot 18. This planning application comprises a new library, early years centre, health centre, gps practice, office for Creation Trust and 122 homes. The planning application has recently been submitted by NHHT.
- The demolition of Plot 18. The buildings on this site are vacant. The contract is ready to be let.
- The phased demolition of the First Development Site. There are currently 8 leasehold interests in the site. A decision on the CPO is anticipated shortly. A large proportion of the site is vacant. Planning permission is in place.
- The design work associated with Phase 2. A planning application is anticipated by April 2017.
- The submission of a planning application for the Approved Premises Facility. This building is the replacement for Ellison House and its completion will enable the First Development Site development to be fully implemented. The planning application is scheduled to be submitted by November 2016.

Bringing forward delivery

7. Under the terms of the DPA, Notting Hill are not obliged to start the demolition of the First Development Site until vacant possession is given (anticipated as 2018 due to the need to relocate Ellison House). The demolition of these blocks is a key point in the regeneration of the estate and will bring forward the point that new homes can be delivered in the area. There has been uncertainty about the demolition programme due to the protracted delays in the outcome of the FDS CPO inquiry.
8. The delays in starting the demolition programme on the FDS and the impact of measures in the Housing and Planning Act have reduced the ability of NHHT's Board to progress Phase 2 and Plot 18 at this stage. Under the terms of the DPA the longstop date for starting construction of these phases is 2024. The council is keen to progress Plot 18 and the Phase 2 planning application in order to bring forward the delivery of new homes and community facilities and to enable the CPO process to commence.
9. As the council is keen to get the regeneration of the estate underway, officers have negotiated a series of proposals with NHHT. These negotiations have sought to achieve early delivery whilst also minimising risk to the council. External lawyers have advised on the risks and relationship to the DPA and these proposals are set out in a Deed of Variation to the DPA. The proposals do not significantly alter the financial aspects of the DPA as they are mainly focused on bringing forward funding for elements that the council is responsible for delivering. For example, rather than as was anticipated the demolition cost of the FDS being netted off the land value receipt, the council will receive the full land receipt. The proposals are as follows at paragraph 10 to 14 below.

Plot 18 submission of planning application

10. The planning application has been submitted. Under the current arrangements, the council is already funding the costs associated with its elements of the contract directly. The council's share of fees to planning which has already been paid is £750k. A position has been agreed with NHHT that the planning application has been

submitted subject to the council underwriting their costs of circa £2m. These costs include a development management fee payable to NHHT of £150k. A final date of 31 October 2017 has been agreed which would trigger payment of these fees by the council to NHHT at NHHT's request if the scheme has not proceeded to be built. At NHHT's request reimbursement at this stage can only be triggered by NHHT, but a subsequent final date of 31 March 2018 has also been agreed which if the scheme has not proceeded to be built would trigger payment of these fees by the council to NHHT at the request of either party. If either of these events are triggered all ownership of the design work will pass to the council thereby enabling the council to market the site with planning permission in place. At that point the site will be taken out of the DPA enabling the council to procure the development.

Plot 18 demolition

11. The site is vacant. Tender prices have been received by NHHT. A position has been agreed with NHHT whereby the council will instruct them to carry out the demolition on the council's behalf in accordance with the DPA for the above ground demolition at Plot 18. These works will be funded directly by the council at a cost of £0.8m.

FDS demolition

12. Erith (the contractor appointed by NHHT) have commenced soft stripping of the vacant blocks. A tender price has been received by NHHT, which includes £3.4m below ground demolition costs (under the existing provisions in the DPA the council are responsible for funding above ground demolition). In addition a further £1.2m has been agreed with the contractor for soft strip, advanced utilities work and site holding costs due to delays in vacant possession. The total cost of the contracts including fees is £16.8m. Due to the scale of the costs and uncertainty about the programme due to the CPO delay, NHHT are unwilling to proceed on the basis of underwriting. It is proposed that NHHT provide a development management service to the council for the management of such works with the council funding directly. If unconditionality occurs and NHHT continue to develop the site under the DPA there will be a repayment of the below ground costs and an enhanced land payment to the council to reflect this position.

Phase 2 planning application

13. A position has been agreed with NHHT that the council will underwrite £2m of design fees. This has been agreed so as to enable design work to continue until end of September 2016 and will enable the viability of the Phase to be assessed. After the threshold has been reached the council can opt to continue design work but will need to fund directly. A final date of 31 October 2017 has been agreed which would trigger payment of the £2m by the council to NHHT if the scheme has not proceeded in accordance with the DPA. At that point all design work will pass to the council enabling the council to market the site. At that point the site will come out of the DPA enabling the council to procure the development.

Approved premises facility

14. Consultation on the construction of the facility has taken place. It is anticipated that NHHT will submit planning application in November 2016. The council is funding the costs (£0.5m) directly. A position has been agreed with NHHT whereby this position will continue and the planning application will be submitted as per programme. A payment for the development management service (£60,000) will be made at the point

of submitting the planning application rather than as set out in the DPA on start of construction.

Community impact statement

15. The actions set out above will bring forward the regeneration of the estate thereby providing new homes and facilities at an earlier stage.

Financial implications

16. The implications of these agreements are as follows

Scheme	2016/17	2017/18	2018/19	Total
Plot 18 planning	300,000	1,700,000*		2,000,000
Plot 18 demolition	800,000	0		800,000
FDS demolition	6,700,000	9,100,000	1,000,000	16,800,000
Phase 2 planning	0	2,000,000*		2,000,000
APF planning	500,000	0		500,000
Total	8,300,000	12,800,000	1,000,000	22,100,000

*Payment triggered if scheme not being progressed by NHHT in accordance with the DPA.

In terms of total spend on the regeneration programme it is now as follows:
HRA funded -Phases 1 and 2

Scheme	2016/17	2017/18	2018/19	Total
FDS demolition	6,700,000	9,100,000	1,000,000	16,800,000
APF planning	500,000	0		500,000
Tenant rehousing Phases 1 and 2	1,200,000	1,200,000	100,000	2,500,000
APF build	500,000	2,500,000	2,500,000	5,500,000
Leaseholder buyback Phases 1 and 2	9,100,000	8,300,000	6,700,000	24,100,000
CPO costs Phase 2	100,000	300,000	0	400,000
Total	18,100,000	21,400,000	10,300,000	49,800,000

Phases 3 and 4

Scheme	2016/17	2017/18	2018/19	Total
Leaseholder buyback Phases 3 and 4	1,300,000	1,400,000	0	2,700,000
Total	1,300,000	1,400,000	0	2,700,000

Total

	2016/17	2017/18	2018/19	Total
Phases 1 and 2	18,100,000	21,400,000	10,300,000	49,800,000
Phases 3 and 4	1,300,000	1,400,000	0	2,700,000
Total	19,400,000	22,800,000	10,300,000	52,500,000

17. The current HRA balance for Aylesbury (which was anticipated for Phase 1 and 2) is £49.1m. The expenditure set out above (which includes elements of Phases 3 and 4) totals £52.5m. There is a deficit of £3.4m. The Capital Programme Monitor report in November will set out the additional HRA requirement for the later financial years. In addition as set out in paragraph 12 above, if Phase 2 is not progressed in accordance with the DPA, the Council would be liable to spend of £2m in 2017/18.
18. In bringing forward this funding from the HRA, the council recognises that there will be some knock-on impact on other housing investment projects. However, we do not anticipate that this will affect major investment priorities in our housing stock, such as new kitchens and bathrooms, ongoing maintenance projects, and various infrastructure improvements including boilers. The additional investment of £3.4m will assist with early buy-back for leaseholders in phases 3 and 4, avoiding long delays for leaseholders who wish to move on. This extra expenditure should be recouped by the HRA through land and property sales as agreed in the DPA.

General Fund and Section 106 funded

Scheme	2016/17	2017/18	Total
Plot 18 planning	300,000	0	300,000
Plot 18 demolition	800,000	0	800,000
Total	1,100,000	0	1,100,000

19. This shows that the forecast expenditure for 2016/17 can be contained with the existing Section 106 allocation for Aylesbury. In addition as set out in Paragraph 9 above, if Plot 18 is not taken forward under the DPA, the Council would be liable for spend of an additional £1.7m on planning fees in 2017/18. The Capital Programme Monitor report in November will set out the General Fund implications of the Plot 18 construction contract.
20. The impact on the HRA if all the funding is required is as follows

Year	Current programme	Revised proposal	Variation
2016/17	7,100,000	19,400,000	12,300,000
2017/18	9,400,000	22,800,000	13,400,000
2018/19	32,600,000	10,300,000	- 22,300,000
Total	49,100,000	52,500,000	3,400,000

21. NHHT have applied to the Government under the Estate Regeneration Programme for additional funding in the form of a low interest loan. If successful this loan which would be made to NHHT could potentially assist in funding leaseholder acquisitions thereby reducing the call on the HRA in these years.
22. It is assumed that there will be an increase in the capital receipt from the FDS as the council is providing a cleared site.

Legal implications

Plot 18 demolition contract

23. The revised proposals are to enable the above ground demolition works at Plot 18 to be carried out by NHHT or by Walworth Homes Limited on NHHT's behalf. In addition NHHT/ Walworth Homes have the option to also include the below ground demolition works and services diversions in the relevant demolition contract, provided that the

parties have agreed (acting reasonably) the extent of such works and how they are to be funded.

24. As the council are not procuring the demolition works directly they are to receive warranties from the Demolition Contractor(s) and Developer's Agent prior to start on site (in a form approved by the council pursuant to the DPA). The Deed of Variation includes a requirement for step-in rights for the council to enable council step-in where the Agreement is terminated before the Plot 18 Demolition Works are completed.
25. The developer is to be released from liability for the Demolition Works at Plot 18 on completion of the demolition, or when the Agreement comes to end (although they are not to be released from any breaches of the Agreement that have arisen prior to the date of the Agreement coming to an end.)
26. Please refer to paragraph 11 for the financial obligations accepted by the council in relation to the Plot 18 Demolition. Costs are to be payable on a monthly basis on receipt of VAT invoices addressed to the council and valuation certificates certified by the Developer's Agent. If the DPA subsequently becomes unconditional and NHHT proceed with the Development, the DoV requires that the Demolition Costs funded by the council are not treated as Development Costs (so the Council are effectively reimbursed through an enhanced land receipt).
27. **CIL:** It is accepted by the council that CIL may be triggered by the carrying out of the demolition works upfront, and the council are to indemnify NHHT against such costs. It is agreed that if unconditionality subsequently occurs such costs are to be reimbursed on drawdown of the building lease
28. **Indemnity for claims:** It has been agreed that council are to indemnify NHHT, Walworth Homes Limited and its contractor against claim made by third parties due to the works being carried out- this has been required as NHHT are concerned that nearby residents (not yet vacated) could make claims due to disturbance. It has been agreed that the council will cover such claims save that the indemnity excludes:
 - a) claims for physical damage to property, death, and/or injury directly arising as a result of the works; and/or
 - b) due to the negligence/misconduct of any of NHHT, Walworth Homes Limited or any person employed by them.
29. There is also a requirement to mitigate any claims made.

First development site demolition

30. It is agreed that the council will reimburse the costs of the Above Ground and Below Ground Demolition at the FDS, as well as service diversions required.
31. Please refer to paragraph 12 for the financial obligations accepted by the council in relation to the FDS demolition. Costs are to be payable on a monthly basis on receipt of VAT invoices addressed to the council and valuation certificates certified by the Developer's Agent. If the DPA subsequently becomes unconditional and NHHT proceed with the Development, the DoV requires that the Below Ground Demolition Costs funded by the council are not treated as Development Costs (so the council are effectively reimbursed through an enhanced land receipt).
32. The same position has been agreed on the FDS as on Plot 18 in relation to CIL recovery and an indemnity for third party claims, Please see the comments in the

section on Plot 18 for discussion of those aspects.

Approved premises facility

33. The Deed of variation sets out the agreed approach for the delivery of the new approved premises, to be delivered by NHHT (or Walworth Homes Limited) on NHHT's behalf as council Works under the DPA. It notes that for the purposes of planning the APF is to be treated as a Plot, to enable the the planning schedule of the DPA to be used to bring forward the APF planning permission
34. Please refer to paragraph 14 for the financial obligations on the council. Costs are to be payable on a monthly basis on receipt of VAT invoices addressed to the council and valuation certificates certified by the Developer's Agent).
35. The Developer is to provide warranties from the Professional Team and the Building Contractor to the council and the Ministry of Justice in accordance with the DPA. Such warranties are to be provided prior to start on site (in a form approved by the Council pursuant to the DPA). The Deed of Variation includes a requirement for step-in rights for the council to enable council step-in where the Agreement is terminated before the Plot 18 Demolition Works are completed.
36. The Developer is to be released from liability for the APF on the later of the provision of the warranties and the completion of the works, or when the Agreement comes to end (although they are not to be released from any breaches of the Agreement that have arisen prior to the date of the Agreement coming to an end.)
37. The same position has been agreed on the APS as on Plot 18 in relation to CIL recovery and an indemnity for third party claims, Please see the comments in the section on Plot 18 for discussion of those aspects.
38. It has been agreed that the arrangements agreed in relation to the APS may be terminated by either party by the giving of 20 days notice on the receipt of detailed planning permission for the APS.

Plot 18 planning application

39. Please refer to paragraph 10 for the financial obligations on the council. If the council are obliged to reimburse the Developer must assign or procure the right to use all planning documents and design work for Plot 18.

Consultation

40. The individual projects have been subject to a range of consultation exercises. The detail of these proposed actions have not been discussed with any party apart from NHHT.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

41. It is understood that the proposed changes have been negotiated with the objective of minimising the impacts of delays in the site vacation and CPO process which may otherwise have the potential to de-rail the development project (and undermining the achievement of the benefits for its administrative area which it is intended the development project should deliver).

42. The council must consider the proposals in the context of its public law responsibilities including its fiduciary and best value duties (requiring the council to take appropriate steps to ensure that it obtains value for money in the use of public funds) and compliance with procurement rules. The decision makers should be satisfied that having regard to all relevant matters the proposals are an appropriate means, balancing all respective risks including its public law responsibilities, of enabling the council to achieve the objectives of the project.
43. All of the changes will fall to be considered in the context of regulation 72 of the Public Contracts Regulations 2015 (as confirmed in the updated guidance from CCS).
44. The advice set out in Appendix 1 of the closed report considers the proposed changes in the context of compliance with regulation 72 and the making of a fully informed decision in respect of the proposals in this report (being matters to which decision-makers must therefore have regard).

Strategic Director of Finance and Governance (FC16/017)

45. This report makes proposals to bring forward the delivery of the Aylesbury Estate regeneration programme. This involves the forward funding of demolition costs, the underwriting of design costs and the re-profiling of expenditure with consequent cash-flow implications given the wider demands of the HIP and DD programmes.
46. The indicative financial implications arising from the proposed actions are set out in the report. With regards funding, in November 2013 cabinet approved the current tranche of HIP funding of £76.7m, (plus an existing resource of £0.3m), giving total resources of £77m for phases 1 and 2, including the early buy-back of leasehold properties as they became available on phases 3 and 4. At 1 April 2016, the residual budget allocation was £49.1m. The indicative sum required for phases 1 and 2 is £49.8m over the period 2016/17 to 2018/19, plus £2.7m for further phase 3 and 4 leasehold acquisitions up to 2017/18, giving rise to a shortfall of £3.4m (£49.1m - £52.5m), based on current estimates.
47. The report also proposes to underwrite design/planning costs on phases 1 and 2 and plot 18 to a value of £4m were NHHT not to proceed with the development. In the event, the sites would be taken out of the DPA and ownership of the design work would pass to the council enabling the council to market the sites and procure the development.
48. Cabinet will be aware that there is an estimated resource shortfall in the overall 2016/17 HIP (as reported to cabinet in February 2016). Whilst this position is likely to be moderated to some extent during the year as expenditure phasing and resourcing forecasts are updated in light of better information, programme commitments do need to be managed such that they match more closely the available resources in year and minimise any external borrowing requirement.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet April 2014. Gateway 2 - Contract Award Approval Development partner for the regeneration of the Aylesbury Estate	Regeneration South, 5 th Floor, 160 Tooley Street, SE1	Neil Kirby 020 7525 1878
Link: http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=4612		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration and New Homes	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Neil Kirby, Head of Regeneration (South)	
Version	Final	
Dated	9 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	9 September 2016	

Item No. 13.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Approval of the Council's Local Implementation Delivery Plan, Annual Spending Submission for 2017/18	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Ian Wingfield, Environment and the Public Realm	

FOREWORD – COUNCILLOR IAN WINGFIELD, CABINET MEMBER FOR ENVIRONMENT AND THE PUBLIC REALM

This year's Local Implementation Plan (LIP) funding builds on the 3 year LIP programme agreed by cabinet in 2013 and is focussed on delivering the ambitions set within the Mayors Transport Strategy but also the council's ambitions for increasing cycling, improving road safety and air quality. With the change of Mayor in May 2016, it is anticipated that the Mayor's Transport Strategy will be updated/revised and in turn the borough will be asked to update our Transport Plan and associated LIP delivery programme at this point we will be going out to residents to ask there option on the revised programme.

Key initiatives in this programme include delivering improvements to Walworth Road, focussed on the southern end, Ilderton Road an area facing much change alongside existing transport challenges, delivering the Cycle Spine a key focus of our cycle strategy and Lordship Lane delivering on our road safety and speed reduction principles. Alongside this as a borough we are taking initiative to support air quality proposals supporting proposals for the Ultra Low Emission Zone (ULEZ) to be extended to the South Circular and opposing proposals that will introduce more traffic to the borough such as Silvertown Tunnel.

I support the proposals outlined within this report. They will help us to a more active, healthier, safety and more effective public realm.

RECOMMENDATIONS

Recommendations for the Cabinet

That the cabinet:

1. Agrees the content of the council's proposed submission to Transport for London (TfL) identifying transport projects to be delivered with TfL LIP funding in 2017/18 Appendix A.
2. Agrees that the identified programme be submitted to TfL by 28th October 2016.
3. Agrees to the implementation of the programmes as set out in Appendix A.
4. Note the progress of the Southwark Cycling Strategy as set out in Appendix B.

Recommendations for the Leader of the Council

5. Delegates authority to the cabinet member for environment and the public realm to amend the programme for 2017/18 should any variations to the proposed programme be required. The cabinet member shall consult community council chairs regarding scheme changes in their area.
6. Delegates authority to the cabinet member for environment and the public realm to determine the most appropriate use of the £100k discretionary funding allocated by TfL for 2017/18.

BACKGROUND INFORMATION

7. Section 145 of the Greater London Authority Act 1999 (GLAA 1999) requires each council in London to prepare a Local implementation plan (LIP) to detail how the authority will assist in delivering the Mayor's Transport Strategy.
8. In May 2010, the Mayor of London published his revised transport strategy and all boroughs were required to prepare a local implementation plan (LIP) in response to the new strategy. The council's Transport plan (incorporating the requirements of the LIP) was adopted by the council in July 2011 and sets out how the council works with partners to coordinate and improve its transport infrastructure and services in the borough.
9. In 2013 boroughs were required to produce a new 3 year delivery plan taking into account new initiatives such as the Mayor's Roads Task Force and Vision for Cycling strategies. Council cabinet approved this delivery plan in September 2013 and funding was confirmed by Transport for London (TfL) in December 2013. 2016/17 was the final year of this agreed programme.
10. Following the election of a new mayor, it is anticipated that the Mayor's Transport Strategy will be updated/revised and in turn the borough will be asked to update our Transport Plan and associated LIP delivery programme.
11. In the interim, boroughs have been asked to prepare bids for LIP funding for 2017/18. Project proposals contained within this report represent a response to that request.
12. TfL provides financial assistance to boroughs, sub-regional partnerships and cross-borough initiatives under section 159 of the GLA Act 1999. All councils within London are able to obtain funding to deliver schemes identified in the LIP.
13. The borough is responsible for identifying a programme of transport improvements to reflect the core funding allocation for each year of the plan which is based on a formula. This programme is then submitted to TfL for confirmation based on compatibility with the Mayor's policy framework.
14. Southwark's allocation for 2017/18 is £3.372m, comprising £2.588m for corridors, neighbourhoods and supporting measures, £639k for principal road renewal funding and £100k of discretionary funding to be spent on a transport scheme as the council sees fit. The principal road renewal programme allows over-bids of +25% to cover the possibility of additional funding being made available in year. These allocations are the total funding that the borough should expect to receive for corridors, neighbourhoods and supporting measures.

15. The above allocation does not include TfL funded major schemes (large urban realm and accessibility projects). The council can still bid for major schemes separately.
16. This report also responds to a previous cabinet request for an update on progress on the Southwark Cycling strategy which was adopted in 2015. Therefore, Appendix B summarises progress made in the first year according to the action plan contained within the strategy.
17. In support of the Mayor's plan to tackle air quality in London, we are taking the initiative to promote the extension of the ULEZ from covering the existing Congestion Charging Zone to a more effective boundary along the existing LEZ (Low Emission Zone) boundary. This would cover the South Circular, include more vehicle types and would progressively increase the emission restrictions.
18. The council introduced a borough wide 20mph speed restriction in March 2015, since then officers have been monitoring traffic speeds in affected areas. Interim results found that overall the scheme has been successful with speeds reduced on 86% of the roads reviewed with 12% showing an increase and 2% remaining the same. Officers are currently completing the 12 month review with this due to be completed in October, following this further interventions on those roads demonstrating an increase will be decided upon funding via the council's capital budget of £900k.

KEY ISSUES FOR CONSIDERATION

19. Following the election of a new mayor, it is anticipated that the Mayors Transport Strategy will be updated/revised and in turn the borough will be asked to update our Transport Plan and associated LIP delivery programme.
20. In the interim, boroughs have been asked to prepare bids for LIP funding for 2017/18. Project proposals contained within this report represent a response to that request.
21. This report is for a one year extension the previous three year programme which was developed in 2013 for implementation between 2014/15 to 2016/17; The council's funding allocation for 2017/18 of £3.372 million
22. In developing this programme, officers undertook an assessment of transport issues across the borough based on available data and known issues reported by the community. Workshops were also held with internal stakeholders from across the council in order to identify inter-linked themes and optimise resources
23. Given the limited amount of funding available and the number of possible projects, it has been necessary to prioritise projects to progress. Officers have reviewed the programme and identified the proposed schemes using available data and with reference to strategic priorities reflecting the Southwark Transport plan and broader council regeneration objectives to determine a final scheme list.
24. There is a natural link between schemes identified as part of the LIP process, the s106/CIL project list and other projects identified by the community such as cleaner, greener, safer (CGS). The schemes identified in this submission complement existing proposals, priorities and funding streams.

25. Following consideration of strategic priorities, the Cabinet Member for Regeneration, Planning and Transport has agreed the overall scheme list presented in this report.

Policy implications

26. The proposed programme of works is consistent with the council's Transport plan 2011 as well as the council's broader policy framework including Southwark 2016: Sustainable Community Strategy and various national and regional policies including the Mayor's Transport Strategy, as required by TfL.
27. The proposals in the report have been developed in line with the aims and policies contained within the Core Strategy linking policy to delivery.

Community impact statement

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

Resource implications

32. Details of the proposed LIP schemes together with indicative costs are presented in Appendix A.
33. Indicative management and implementation costs for each scheme have been taken into account in the submission.

Consultation

34. The submission builds on the consultation carried out during the compilation of the Transport plan, which underwent twelve weeks of community consultation in late 2010 and early 2011. As part of the Transport plan consultation, the community were invited to comment via community groups, community councils, the council's website, electronic newsletters and social media networks and via an online survey. In addition, the community had the opportunity to speak to

officers directly through various community and stakeholder groups, local community councils and via two 'drop in' sessions.

35. Given the extensive consultation noted above and the short timescales involved for this submission, it has not been possible to consult with the public again on the current proposals. However, a key element of the evidence base, used to identify possible schemes, is the correspondence and feedback received from the public over previous years. Furthermore Community Council chairs have been consulted and any feedback considered in refining these proposals.
36. Once the projects proposed have been confirmed by TfL, separate formal consultation with stakeholders, residents and other interested parties, in accordance with the council's policies and commitments, will be undertaken prior to their detailed design or implementation.
37. Furthermore, all infrastructure schemes will now go before community council as part of that process where local people will be given the opportunity to influence the delivery of proposals affecting their area.
38. Where schemes are altered, dropped, or where new schemes are proposed, relevant ward councillors will be consulted.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

39. As stated in the main body of the report, section 145 of the Greater London Authority Act 1999 (GLAA 1999) requires London borough councils to prepare local implementation plans ("LIPs") outlining their own proposals on how they intend to implement the Mayor's Transport strategy in their respective areas. The councils are required to consult various bodies and must include a timetable for when they intend to implement the proposals in their plan.
40. Section 146 of the GLAA 1999 provides for the Mayor to approve each local plan, ensuring that they adequately implement the transport strategy. He must not approve a plan unless he is satisfied that it is consistent with the strategy, and that the proposals in it are adequate to implement the strategy and that the timetable for implementation is appropriate.
41. Under section 151 of the GLAA 1999, once a plan has been approved by the Mayor the council must implement it according to the timetable in the plan.
42. Section 152 of the GLAA 1999 provides that if the Mayor considers that a council has not carried out any proposal in its LIP satisfactorily and according to the timetable in the plan, he will be able to exercise the appropriate powers of the council, at their expense, in order to fulfil the strategy. Furthermore, section 153 of the GLAA 1999 provides that the Mayor may give legally binding directions to councils on the manner in which they perform any of their duties outlined in sections 145 to 151, i.e. provisions on the preparation, submission, re-submission, revision and implementation of Local Implementation Plans.
43. Section 159 allows TfL to give financial assistance (by grant, loan or other means) to any person or body for expenditure conducive to the provision of safe, integrated, efficient and economic transport facilities. This section permits TfL to impose conditions on financial assistance it provides.

44. There has been compliance with the public sector equality duty in accordance with the provisions of the Equality Act 2010. All the requirements contained within section 149, Equality Act have been duly considered and assessed, and this is evidenced in the Equalities Impact Assessment carried out for the Transport Plan. During the delivery of the identified transport projects, equalities will need to continue to be monitored.
45. The Human Rights Act 1998 has imposed a duty on the council, as a public authority, to apply the European Convention on Human Rights and not to act contrary to these rights. The rights most frequently referred to include article 8 (respect for home) and article 1 of the First Protocol (peaceful enjoyment of property). Article 6 is also frequently engaged in relation to the principle of natural justice. The application of funding is considered unlikely to contravene any of the contravention rights but will also continue to be monitored.
46. Equalities Impact Assessment carried out for the Transport Plan. During the delivery of the identified transport projects, equalities will need to continue to be monitored.
47. Under paragraph 6, Part 3D of the constitution the Individual Member has authority to agree statutory or other strategies in relation to their area of responsibility. In addition under paragraph 4, the Individual Member has authority to approve the submission of bids for additional resources from government and other agencies in relation to their area of responsibility, where member level agreement is required by the external agency. However, due to the cross-cutting nature of transport projects, the Individual Member has requested that this matter be considered by full cabinet.

Strategic Director of Finance and Governance

48. This report seeks cabinet approval to the submission of the council's proposed Local Implementation Plan (LIP) annual spending submission to TfL for the 2017/18 allocation of £3.372m, as detailed in Appendix A in the report.
49. Once the LIP is approved by TfL, a programme budget will be set up for the schemes that will be regularly monitored and reported as part of the council's capital and revenue monitoring arrangements.
50. Staffing and any other costs connected with the recommendation are to be contained within existing departmental budgets.

Strategic Director of Environment and Leisure

51. The proposals, targets, and actions contained in the Transport plan have been developed in consultation with officers of the Highways and Regulatory Services divisions and are consistent with our operational policies and plans in relation to highway asset management and design, parking, road network management and air quality.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Transport plan 2011	Planning and Transport, 5 th Floor, Tooley Street	Mohammed Chibou 020 7525 2953
Link: http://www.southwark.gov.uk/info/200107/transport_policy/1947/transport_plan		

APPENDICES

No.	Title
Appendix A	LIP Delivery Plan
Appendix B	Cycle Strategy Progress Report

AUDIT TRAIL

Cabinet Member	Councillor Ian Wingfield, Environment and the Public Realm	
Lead Officer	Simon Bevan, Director of Planning	
Report Author	Mohammed Chibou, Transport Planner, Transport Policy	
Version	Final	
Dated	8 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Director of Planning	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	8 September 2016	

LIP Delivery Plan

APPENDIX A

Draft LIP submission 17/18 revised			
Project	Location	Description	Cost £'000
			2017 /18
Behaviour change including Smarter travel and Road safety Education	Borough wide	Smarter travel programme including Road Safety, Travel Awareness and School Travel Plans. Cycle strategy smarter measures programme	407
Cycle Training programme	Borough wide	Cycle training programme and cycle parking programme including cycle hangers.	170
Southwark Cycle Spine	Borough wide	Design, development and delivery of Southwark cycle strategy 2015 including the development of the Southwark Cycle Spine	500
Surveys	Borough wide	Cross borough programme of surveys and monitoring at a strategic level, including walking, cycling and traffic counts.	30
Scheme review	Borough wide	Safety audits and minor scheme amendments resulting	100
Walworth Road Corridor Scheme	Walworth	Corridor scheme between John Ruskin and Merrow Street to the south and from Elephant Road to Wansey Street to the north either side of the mixed priority scheme.	400
Local environmental improvements	Borough wide	Small scale interventions to address specific issues identified in year e.g. dropped kerbs, station access, as well as match funding to support air quality bids.	200
Ilderton Road	Livesey & South Bermondsey	Phase 1 of interventions from traffic management study (15-16 discretionary funding). Rotherhithe New Road to Zampa Road	200
Long lane	Chaucer, Grange and Cathedral	Feasibility study of area to address rat running, improve connection to Guy's Hospital and identify improvements to section of the C10 bus route which are within the study area.	26
Lordship Lane	East Dulwich, Village and College	Speed reduction measures Junction with south circular to Goodrich road	556

Totals	2017 /18 000s
Corridors and neighbourhoods	2588
Discretionary funding	100
Principal Road Renewal	639
TOTAL	3372

Cycle Strategy Progress Report

APPENDIX B

Scheme	Objectives	Progress to date
Infrastructure measures		
Cycle parking	1.8, 1.11, 2.5, 2.6, 2.7	Implementation of 70 hangers (420 spaces)
Cycle Superhighways	1.3, 1.11	TfL led scheme - currently at outline design stage.
Cycle Superhighways North-South	1.3, 1.11	Launched in April 2015.
Southwark Spine	1.7, 1.8, 1.9, 1.11	Southwark Spine South ~ Chandler Way to Lordship Lane - Outline design completed. Design review completed and consultation sections decided. Consultation commencing late Sept 2016. This excludes the Bellenden area. Thurlow Street to St George's Circus - Thurlow Street design commissioned, with design to commence in 2018.
Quietway 1: Waterloo to Greenwich	1.7, 1.9, 1.11	Scheme completed March 2016. Wayfinding signing installed. (Small part along Webber St to be completed once development completed)
Quietway 7: Elephant & Castle to Crystal Palace	1.7, 1.9, 1.11	Delivery of route by end 2016/17. Section 1: north of Burgess Park design processing. Section 2: consultation complete. Champion Hill and Dog Kennel Hill measures removed from design. Section 3: consultation in Summer 2016 with Dulwich junction measures provisionally agreed.
GRID 14: Southwark to Tower Bridge Road	1.7, 1.8, 1.9, 1.11	Draft Detailed design to be completed late Sept 16. Formal response to IDM report prepared.
Quietway 14: Tower Bridge Road to Canada Water	1.7, 1.9, 1.11	Consultation Sept/Oct 2016.
Quietway 14: Canada Water to Russia Dock	1.7, 1.9, 1.11	Scoping stage. Minor interventions required as complex design could significantly extend programme.
Quietway 89: Nunhead (Southern Circular)	1.7, 1.9, 1.11	Scoping stage. Consultation to commence in Spring 2017.
Quietway 8: Kennington to Burgess Park	1.7, 1.9, 1.11	Design review complete. Consultation to commence in Spring 2016.

Scheme	Objectives	Progress to date
Infrastructure measures		
Quietway 83: Link from Q1 to Honour Oak Park	1.7, 1.9, 1.11	Scoping stage. Measures and funding to be agreed with TfL. Analysis from Peckham Walking project to be used to influence the design.
Townley Road	1.7, 1.9, 1.11	Scheme delivered for early start for cyclists at signals and RSA undertaken.
Filtered permeability	1.7, 1.9, 1.11	Included in wider LIP programme
Complementary measures		
Cycle training for adults and children	1.1, 3.1, 3.2, 3.3, 3.4, 3.5, 3.7	300 adult individually trained 34 adult group trained 14 HGV driver individually trained 1077 children trained
Programme management	All	Cycle Programme Manager role on-going
Behaviour change (Smarter travel)	1.12, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3	New behaviour change programme introduced in 2016. Phase 1 of the new integrated marketing campaign commenced in Summer 2016. The pilot of the cycle loan scheme (2015/16 funding) is in the process of being reviewed in partnership and re-launched in 2017.
VeloCitta (cycle hire market diversification)	1.12, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3	Extensive market segmentation stage complete. Delivery Spring 2016. Residential - London College of Communications (LCC) commissioned to design marketing campaign. DarLab, London South Bank University (LSBU) commissioned to build the installation for Harper Road using digital technology. Business - 160 Tooley Street promotion with free cycle codes for staff and led rides. Pilot of business account for some council teams. Students - Free discount codes were provided to students living in the halls in 2015. The council has been working with LSBU on a proposal for cycle hire membership to be included in student halls' fees. Older people - In partnership with TfL and Silver Fit, the council is working on providing cycle confidence training and led rides on Santander Cycle Hire.

Item No. 14.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Age Friendly Borough Community Conversation	
Ward(s) or groups affected:		All wards	
From:		Councillor Richard Livingstone, Adult Care and Financial Inclusion	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ADULT CARE AND FINANCIAL INCLUSION

In May 2015, Southwark became the first borough in London to be officially recognised by the World Health Organisation as an Age Friendly Borough.

Since gaining our Age Friendly accreditation last year, Southwark has introduced free swimming and gym use to help older people keep fit and well and has been recognised by the Alzheimer's Society as a Dementia Friendly Borough.

This report sets out the next steps in delivering our vision of an Age Friendly Borough. Through our community conversations over the last year, the council has spoken to almost a thousand residents in the borough to seek their views on what we need to do to further improve the quality of life for people in Southwark, regardless of age. Those conversations have helped us develop the priorities and vision set out below:

- improving transport, open spaces and the public realm
- tackling isolation
- improving communication and information for older people
- working to break down generational barriers
- developing skills and employment and volunteering opportunities
- helping people to stay healthy and active
- addressing housing needs, and
- ensuring better customer service for older people.

It is important that this is not a one-off plan but an on-going approach by the council that is regularly updated. To this end, it is also recommended that cabinet receive an annual report on the progress of the delivery of the action plan.

RECOMMENDATIONS

1. That cabinet agrees that the vision for an age friendly Southwark is a place that has the following characteristics:
 - a. Is welcoming; accessible to all where older people feel safe, are safe and are respected.
 - b. Older people are able to access a broad range of affordable and accessible transport options to get about the borough easily.
 - c. No-one is lonely; there are a range of opportunities for people to live healthy, active and fulfilling lives in Southwark.

- d. All older people, their friends' family and support networks have easy access to information which makes their lives better.
 - e. Older people have an increased healthy life expectancy supported by integrated health and social care services.
 - f. Actively involves older people to deliver housing that meets the needs of an ageing population both in the private and public sector
 - g. Ageing is promoted positively and older people feel worthwhile and valued as citizens of Southwark.
 - h. Older people actively participate in the borough through education, employment, training and volunteering.
2. That cabinet notes that the following have been identified through the ageing well conversation as the priorities for people of Southwark and tasks officers with developing action plans that address these concerns to support delivery of an age friendly Borough:
- a. Improvements to the experiences of older people getting out and about and using public transport, open spaces and public realm.
 - b. Tackling isolation and supporting opportunities to meet people and have fun especially through community based activity and the voluntary sector.
 - c. Improving communications and information and understanding that for many of the most isolated the best mechanism for information sharing may be through personal recommendation and referral.
 - d. Supporting intergenerational interactions to break down barriers and the seeming increased polarization of communities based on age.
 - e. Developing more opportunities for skill sharing, volunteering and work for older people.
 - f. Supporting people to stay healthy and active through schemes such as free swim and gym and outdoor gyms, as well as targeted Public Health information.
 - g. Improving housing options and design through our planning and regeneration policies and decisions.
 - h. Improving the skills of the workforce to provide good customer service to vulnerable older people.
 - i. The strategic lead for this work will be the director of communities.
 - j. That the council establish a multi stakeholder reference group to map progress of delivery of an age friendly Borough.
 - k. The cabinet will receive an annual report on the progress of delivery of the action plan.
3. That the cabinet agrees the strategic lead for this work will be the director of communities.
4. That the cabinet agrees that the council establish a multi stakeholder reference group to map progress of delivery of an age friendly Borough.
5. That the cabinet will receive an annual report on the progress of delivery of the action plan.
6. In addition the cabinet would like to thank the organisations that have contributed to the delivery of the community conversation and recognizes that they played a key role in the success of this work.
7. Cabinet notes how positive so many of the people who participated were about

Southwark and what is on offer and how enthused people were to be involved in this conversation.

BACKGROUND INFORMATION

8. Following agreement by cabinet on 17 March 2015 Southwark applied to join the WHO global network of age-friendly cities. This application was successful in May 2015 and Southwark became the first borough in London to have been officially recognized by WHO under their new application process.
9. The WHO identifies the following as having most impact on quality of life for older people who are living in cities:
 - a. Transport
 - b. Housing
 - c. Outdoor spaces and buildings
 - d. Communication and information
 - e. Respect and social inclusion
 - f. Social participation
 - g. Civic participation
 - h. Community and health
10. Cabinet agreed to hold a borough-wide community conversation on how to make Southwark an age-friendly borough and support residents to age well.
11. We invited the Centre for Policy on Ageing (CPA) to host and deliver two workshops on our behalf; one in September 2015 to help us to finalise the Community Conversation programme, and one in June 2016 to discuss the early results with key partners to support the development of the recommendations and actions emerging from the Community conversation.
12. The community conversation began in November 2015: the online survey closed on 8 May 2016 and the last resident workshop was held on 3 June 2016 followed by a workshop with partners and officers to discuss the outcomes of the conversation on 6 June.

The community conversation methodology

13. A range of qualitative and quantitative methodologies were used to engage with local people about the eight themes in the checklist of essential features of age-friendly cities. The collection of responses was through the following key tools:
 - a. A web based questionnaire
 - b. Face to face interviews
 - c. Focus groups and community based discussions.
14. The communication tools involved use of then and now images across each of the eight themes to promote discussion about change past, present and future, complimented by a series of images of people living or working in the borough using their life stories to challenge some of the preconceptions of what ageing

means and the often negative narrative of being older or older people.

15. We worked closely with internal and external partners to deliver the focus groups and in particular Sheltered Housing units, Community Councils, tenant and homeowner consultation structures, Age UK, Time and Talents, Link Age and Southwark Pensioners Centre. We held a series of outreach sessions at our leisure centres, libraries and local hospitals. We held a joint workshop with British Land looking at how the evolving Canada Water masterplan could support the delivery of an exemplar age friendly environment at Canada Water and Surrey Quays.
16. Almost 1000 people participated in our conversation about ageing well.
17. We used the group sessions to target people who may not be reached through the online questionnaire and publicity, such as the Golden Oldies, Latin American Elders Groups and blind and partially sighted residents, in order to ensure that the results provided a range of insights to the experience of being older.
18. Some of the focus groups met over a series of sessions to deliver more in depth understanding of older people's lives and aspirations. In partnership with the London Bubble Theatre we used a series of sessions to build a story of what people wanted and their aspirations for an age friendly Southwark.
19. In our shorter sessions we looked at the broad issues around ageing well. Where we were able to take more time or where this met the needs of the group we were working with, we looked at the individual themes in more detail such as at the Pensioner's Forum where participants elected to join two 45 minute facilitated discussions on one of the WHO themes.
20. The consultation has both identified the key themes for people in Southwark as well as produced considerable detail about the issues and ideas for change.
21. One of the rewarding aspects of being involved in this conversation was the overwhelming positivity about Southwark and what it already offered, and how enthused residents were that Southwark was engaging in a conversation about the quality of life for people as they grow older. This was matched by the organisations that work with older residents and that had been instrumental in initiating this process. The commitment to be age friendly is significant as although the demographic projections for the borough indicate a large increase in the number of older people, the borough is expected to continue to be a youthful one.

The community conversation summary of results

22. 389 questionnaires were completed. These were mainly generated through the publicity and outreach work and were largely answered by people who fell into the age ranges 45-54 (18%); 55-64 (28%); and 65-74 (20%). Meeting one of the objectives of the conversation that we spoke to people who were pre normal retirement age. Over 50% of the respondents had no disabilities with 20 % reporting limited disability; 50% described themselves as white British or English, Welsh, Scottish or Northern Irish; just over 60% who answered were women and 27% men. Appendix 1 provides a summary of the consultation responses.

23. The first two questions asked people what they valued and what they thought needed to be improved to age well. In Southwark the overall top three issues were respect and social inclusion, outdoor spaces and buildings and community and health, although in the older age ranges opportunities for social participation became more valued.
24. Some of the things mentioned were: Proximity of homes to shops available near transport, markets, schools, recreational areas for children and adults, feel safe in area; good clubs to go to; easy communication with authorities especially if you feel unwell; plenty of parks within easy walking distance of the town, or bus route; the leisure centres; easy to be active: parks, free activities, etc; safe, accessible neighbourhoods with good facilities- shops, GPs etc; 'I like the several small theatres and use them frequently, they are not intimidating because they are small and friendly'; 'it has a lot of walk and cycle paths'; 'excellent libraries e.g. Peckham/Canada water/Camberwell Green with clubs'; living in sheltered units independently while receiving support if needed; active residents; community activities; people; community spirit.
25. The most mentioned areas for improvement were linked to transport, outdoor spaces and community and health services although there was some variation depending on which area of the borough the respondent lived in.
26. Superficially there appears to be a contradiction with outdoor spaces being both what's most valued and needs most improvement. However it is clear that people love the parks, and getting out of the home is seen as bringing real benefit. The areas for improvement relate to the following:
- a. Access to toilets
 - b. Access to seating
 - c. Safety and fear of crime
 - d. High streets that are busy and narrow, with obstructions and often poorly or unevenly paved
27. Similarly community and health is both one of the best aspects of living in the borough and also one that needs to be improved. WHO places both access to health and other services such as social care, and community support in the same category. People find comfort in living in a borough that is well served by leading hospitals and where there is plenty of health and community based services. However there were concerns about individual services such as podiatry, access to GP appointments, need for more care for elderly, and communities are not looking out for older people.
28. The table below shows how important people felt each of the eight themes was to people's ability to age well. Transport and community and health services are clearly identified as the most significant, however being able to contribute, having fun and housing were very closely placed.

Ranking

<i>Being able to get out and about using public or private transport</i>	5.00
<i>Community and health services</i>	4.11
<i>Being able to contribute to their community after retirement, through work, volunteering and the political process</i>	3.86
<i>Having fun, getting together with friends, family and people with shared interests and beliefs</i>	3.70

<i>Their home</i>	3.67
<i>Respect, being treated equally, and being involved in decisions that effect their life and what happens in their community</i>	2.75
<i>Outdoor spaces and buildings</i>	2.40
<i>Staying connected to events, news and activities</i>	1.82

29. A significant number of people also identified income and financial issues as a key theme that had not been identified by WHO as an issue that has an impact on ageing well.
30. Respondents thought more needed to be done to bring about greater cohesion between the generations and the tools for doing this are through education in schools; intergenerational work that focus on skills exchange and older people supporting learning and young people volunteering to help older people who need support. There were many comments about creating spaces and activities where there were opportunities for all people especially young and old to be in the same space or enjoying the same things or doing activities together. Respondents felt that without these opportunities to see each other divisions and alienation will only get wider and that the role of communities and local neighbourhoods are key to making this happen. The ambition for this work is to deliver cultural shifts, change perceptions and develop respect through understanding and our public spaces, events, entertainment and communities have an important part to play in supporting this.
31. One of the many comments on this topic were 'Look at older people as a resource rather than a victim and recognise that older people are at different stages at different ages.' Or 'Foster education sharing everyone has something to bring to the party'
32. We asked what people thought the council could do to support them to age well and the responses were supporting them to keep healthy, enabling them to have fun and through improved communication and information. Many people mentioned the free swim and gym programme and were particularly complimentary about its universality, others spoke of understanding there was a great deal on offer but it was hard for people to find out about activity especially for people who were already isolated or on their own.
33. The engagement programme was designed to generate intelligence and depth of understanding of the experiences of our older people to enable the Council to develop an action plan that was meaningful for the people of Southwark and shaped to address the specificity of Southwark's environment. Below is a table that outlines the focused discussions. We spoke to over 610 individuals in these sessions.

Groups/event	Numbers attending sessions
15 Sheltered housing units	178
4 Community Councils	97
Pensioners Forum 2 events one focused on Planning	80
Dementia Support Group	15
Time and Talents (three different groups)	50
FULA	18
CSPA	8

Groups/event	Numbers attending sessions
FSB, TC and AHFs	44
Golden Oldies	35
4 Sessions at Yalding Centre on Canada Water Master Plan	6
4 Sessions with Bubble	10
LESOCO	19
BOLDr	8
Living Streets	4
CAS forum and workshop	40

34. The majority of the people we spoke to in the focus groups were older people but represented a mix of frail older people e.g. the Dementia support group and active older people e.g. Time and Talents keep fit group.
35. It was through these discussions that we learnt what works well and should be protected and how we may be able to resolve the issues across each of the themes identified by WHO have emerged and begin to develop some understanding of what needs to change to become more age friendly.
36. In the general focus groups the key issues that emerged were:
- a. tackling isolation through provision of local activity for older people to participate
 - b. supporting befriending schemes and other less formal engagement
 - c. supporting early intervention and encouraging people to be active, eat well and stay connected to improve health and well being
 - d. improving the way people find out what is going on and services and activities they can access recognizing that online may not be the best mechanism for the current cohort of older people and future technology developments may exclude those who are currently IT fluent
 - e. training and behaviour change that would cover the range of situations from younger people sharing the public realm and public transport; front line council staff; and staff on public transport particularly buses, the most favoured form of transport among older people spoken to during the campaign.
 - f. improving access to toilets
 - g. increasing the provision of seating in well used public spaces such as parks, walking routes, and high streets
 - h. ensuring that our public realm and community spaces provide opportunities for incidental interactions between people of all ages and they are truly shared spaces
 - i. improving housing options and design of new housing and how we create generationally mixed communities.
37. About social activity and participation people said things such as *'There is no shortage of things to do but need to make sure people know about it.'*; *'The most important thing is to keep busy'*; *'Networks make places, brings places together, community groups, library, churches all helps older people and organisations and helps people be more friendly.'*; *'seating encourages people to chat'* and *'we need to get people aged 30-50 involved so they develop community habits'*.
38. People praised the freedom pass which makes what the city has to offer

accessible, one person captured the sentiment expressed by others *'with my husband I go to plays the cinema and art galleries. The wonderful freedom pass means we can zip around London searching out the things we want to find'*.

39. One participant advised that *'You have got to change your lifestyle. To stay young you have to act young; you need to stay up to date with what's actually happening in the world; what's changing day to day.'*
40. The emphasis on social interaction and activity among the focus group participants *'mixing with people is the key'* reflects in part the experience of those who are older and benefitting from participation, in contrast to the slightly younger cohort who completed the online survey.
41. There are a number of current opportunities to address these concerns through the exercise of council influence and development of policy in particular through transport, highways, planning, regeneration, parks and leisure, adult social care, economic policy, public health, CCG, communities, housing, schools and human resources and how the Council commissions services.
42. One of the Time and Talents groups summed up the view of many of the people spoken to about social participation and having fun they wanted to get together with people 'like me' this was not just about similar age but similar circumstances or shared interests as well as with younger people. Demonstrating that age is not necessarily how individuals self identify.
43. FEHRS also wished the Council to recognise the wider diversity agenda by considering the multiple identities and characteristics encompassed by the older population. They fear that older people specifically suffer from an erasure of their identity by being 'lumped' into a single group. Inevitably older people, as with younger generations in the borough, will differ in race, culture, sexual orientation etc., and these aspects of their identity will shape their needs in different ways.
44. The Civil Service Pensioners Association provided some useful advice for their younger selves:
 - a. Stay in touch with Unions and Staff Associations of your workplace through the retired members' organisations
 - b. Have a plan for your retirement - and structure your day and week
 - c. Think about volunteering
 - d. Take up exercise or sport
 - e. Afternoon cinema
 - f. Think what work has stopped you doing and do it when you retire.
 - g. Make the most of your Freedom Pass.
45. The CPA report of the feed back workshop where partners and staff looked at the early results of the consultation on 6 June 2016 and identified the following:
 - a. It was important that although the programme needed to be driven with clear vision and leadership, it also needed to nurture involvement, and

- appreciate and incorporate local contributions to a strategic vision
- b. It was recommended that the aspiration of becoming an age friendly borough be communicated and give some identity as an ongoing story not just one off events.
- c. To create some overall strategic framework within which local initiatives can relate.
- d. It was strongly recommended that existing “age friendly” initiatives (both those provided by Southwark and by local communities) be “mapped and audited” and communicated in a coherent manner within this strategic framework.
- e. Ensure that people are aware of “what’s on offer already”
- f. To celebrate and share good practice e.g. the “Dulwich model” – intergenerational IT at local secondary school (Linkage)
- g. The ambition to create an age friendly borough needs to capture the imagination, empower, include and acknowledge the contributions of people at a local neighbourhood level.
- h. It needs to be “sexy” and celebrate having fun.

The full report is attached as Appendix 2.

KEY ISSUES FOR CONSIDERATION

46. CPA has made the following recommendations in their report on the final workshop:
- a. There is clearly expressed political commitment for Southwark to become an Age Friendly Borough, however in order to drive the programme there needs to be explicit ownership at senior officer level.
 - b. The programme should be owned corporately (not seen as simply adult social care).
 - c. CPA would strongly urge the establishment of multi stakeholder reference group for the programme.
 - d. That an overall strategic vision and framework be developed and an indicative time frame introduced.
 - e. The programme needs to be incorporated as a “strategic fit” within other communications, policies and plans.
 - f. The programme should be developed in partnership and with the inclusion of not just older people but a wide range of interested parties and age groups.
 - g. The programme should seek to adopt a life course and all age friendly approach.
 - h. In addition to include a wide view of Southwark – residents, people who travel to work in the borough as well as visitors and tourists.
47. Currently there are a number of strategies being developed. These strategies provide an early opportunity address some of concerns raised in our conversations. These are:
- a. The Workforce Strategy
 - b. Southwark Plan
 - c. Transport for London’s transport guidance consultation
 - d. Kerbside strategy
 - e. Voluntary sector commissioning strategy
 - f. Old Kent Road Area Action Plan

- g. Volunteering Strategy
 - h. Southwark Cycling strategy
 - i. Southwark Transport Plan
 - j. Digital Inclusion programme.
48. The work on becoming age friendly cuts across all Departments within the council and throughout the work on applying to WHO for accreditation as an Age Friendly Borough and developing the community conversation a number of officers have been directly involved in supporting the programme representing a range of services and policy areas including Adult Social Care, Planning, Transport, Housing Strategy, Economic Development, Health and Community Engagement.
49. It is anticipated that these officers will play a part in developing the action plans and identifying age friendly champions within the workforce, who will play a role in applying an age friendly lens to their area of work. The action plans will be developed using the information and ideas gathered through our conversations across each of the WHO themes working closely with VCS and Community based organisations.
50. There are already in place a number of programmes and projects that are significantly contributing to making Southwark an Age Friendly Borough and how positive people feel about Southwark. These should continue. Examples are, Dementia friendly borough, digital inclusion programme, free swim and gym, apprenticeships for over 50's, research on how our development of public spaces can support tackling isolation and initiatives such as diabetes champions to support healthier living. It is important that these pieces of work are included in the action plans.

Community impact statement

51. The Public Sector Equality Duty requires public bodies to consider all individuals when carrying out their day to day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
52. The recommendations in this report are based on the community conversation which used a number of tools to ensure that its reach was broad and reflected the diversity of Southwark. In addition we worked with a number of Voluntary Sector organisations to ensure that experience of a wide range of service users were reflected in our conclusions. The online questionnaire asked people to complete questions relating to their protected characteristics and appendix one contains a summary of these responses.
53. The recommendations in this report are designed to address the inequality, discrimination, and negative experiences faced by older people. However it is important that when developing the action plans steps taken do not inadvertently discriminate against other protected characteristics. It is important to recognise when developing the plans that not everyone defines themselves by their age alone and that different groups will have different experiences, needs and aspirations in their older years especially with regards to race and sexuality. Research by the LGBT community has already identified issues in relation to

provision of care and housing for their older members.

54. It is likely that the action plans will have positive impacts for people with other protected characteristics such as people with disabilities whose needs may be similar.
55. The vision of Southwark as an age friendly place incorporates a strong vision about improving the health and well being of older people and all residents as they age.

Financial implications

56. Delivery of Age Friendly Borough will not require the use of additional resources but will be delivered through more effective use of existing resources and using our networks to make changes.

SUPPLEMENTARY ADVICE FROM OTHER DEPARTMENTS

Director of Law and Democracy

57. The cabinet is being asked to:
 1. Note and agree the characteristics of an age friendly borough;
 2. Note the areas of priority where plans will be developed to support the delivery of an age friendly borough.
 3. Agree the arrangements that will support borough becoming age friendly
58. As noted in the report, the council is already recognised by the World Health Organisation to be an age friendly borough. This report sets out details of the community conversation that has been undertaken to identify how to make Southwark more age friendly, including the outcome of the conversation. It then sets out proposals for further work to be undertaken. There are no specific legal implications arising from this report.

Strategic Director of Finance and Governance

59. The strategic director of finance and governance notes the recommendations in this report, and particularly that officers will be developing action plans to support delivery of an Age Friendly Borough. As these plans are developed, the financial consequences must be assessed to ensure that the plans can be delivered within the existing resources available to the council.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet Report March 2015	Southwark Council 160 Tooley Street	Jessica Leech 0207 525 5853
Link: http://moderngov.southwark.gov.uk/documents/s52516/Report%20Age-friendly%20Southwark.pdf		

APPENDICES

No.	Title:
Appendix 1	Summary of the consultation responses from the consultation hub (circulated separately)
Appendix 2	CPA report of the age friendly borough partners workshop 6 June (circulated separately)

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Adult Care and Financial Inclusion	
Lead Officer	Gerri Scott, Strategic Director of Housing and Modernisation David Quirke-Thornton, Strategic Director of Adult and Children's and Adults' Services	
Report Author	Stephen Douglass, Director of Communities	
Version	Final	
Dated	8 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	8 September 2016	

Item No. 15.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Southwark Prevent Partnership Delivery Plan	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Barrie Hargrove, Communities and Safety	

FOREWORD - COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR COMMUNITIES AND SAFETY

Southwark is a beacon for community cohesion. It belongs to a world city that today stands for multiculturalism, respect for diversity and universal progress. We want to do everything we can to protect this. The Southwark Prevent Partnership Delivery Plan is one way we are doing so.

The message is: Southwark is a positive place and when need be a tolerant place, but we are actively working deploying those powers we have to overcome any elements or individuals, misguided as well as malevolent people, within our society who are looking to put at risk all that we hold dear in order to pursue their objectives by violent and destructive means.

RECOMMENDATION

1. That the cabinet agrees the Southwark Prevent Partnership Delivery Plan 2016/2017 as set out at Appendix 1.

BACKGROUND INFORMATION

2. CONTEST is the United Kingdom's Strategy for Countering Terrorism. It consists of four overlapping strands:
 - **Pursue:** to stop terrorist attacks
 - **Prevent:** to stop people becoming terrorists or supporting terrorism
 - **Protect:** to strengthen our protection against a terrorist attack
 - **Prepare:** to mitigate the impact of a terrorist attack.
3. This report addresses the council's response to the Prevent strand of the CONTEST Strategy.
4. The aim of Prevent is to prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support. To be effective, it works with a wide range of sectors (including education, criminal justice, faith, charities, the internet and health) where there are potential risks of radicalisation.
5. Prevent addresses all forms of radicalisation leading to terrorism. This includes Right Wing Extremism. A recent report by the United Services Institute which was released a few days after the tragic murder of Labour MP Jo Cox, allegedly by a supporter of American neo-Nazi groups, highlights the rise in Europe of lone actor attacks by right wing extremists. In the period between 2000 and 2014

these accounted for 94 people killed and 260 injured. With the current threat levels Prevent continues to prioritise resources according to the identified risks and at this stage its principal national focus remains as terrorism associated with Daesh/ISIS and related groups.

6. Prevent is fundamentally about community engagement and awareness and not spying or other covert activity, however there is a perception amongst some groups that Prevent has become a solely police related activity. In some cases this has led to a position of mistrust and reluctance to engage with any Prevent associated activity or intervention. To be effective in engaging with at risk groups, Prevent must proactively use local contacts and harness the influence of faith and community leaders, hence the importance of good Community Engagement.
7. The Prevent duty was placed on a number of specified public authorities (including London Boroughs, the NHS, schools and further and higher education institutions) by the Counter Terrorism and Security Act 2015. This requires that the council must, in the exercise of its functions, have due regard to the need to prevent people from being drawn into terrorism. More detail on this is set out in the table at paragraph 22 below.
8. The Prevent agenda is not new and has been in place since 2007. Southwark was in the past designated as a Prevent supported borough and received specific funding that enabled the appointment of a Prevent lead officer between 2009 and 2011. When that funding ceased, it resulted in the loss of the Prevent officer post and the subsequent ending of some of the proactive engagement work.
9. In early 2014, the Metropolitan Police appointed a dedicated Prevent engagement officer for the borough. Early in 2015, Southwark was again designated initially as a supported borough but now as a priority area with government funding being made available for the re-appointment of a specific Prevent lead officer and for the implementation of project work.
10. Whilst Prevent is intended to deliver interventions designed to deal with extremist organisations, cases relating to concerns about individuals are addressed under the separate designation of Channel.
11. Channel is a multi-agency partnership chaired by the council that evaluates referrals of individuals at risk of being drawn into terrorism, working alongside safeguarding partnerships and crime reduction panels. Channel is about stopping people becoming terrorists or supporting terrorism. In Southwark the partnership has mapped referral processes, and provided a template agreed with partners for referrals. The panel considers referrals, whether appropriate interventions are necessary, and monitors progress with cases.
12. There is no single profile of a potential terrorist but terrorist groups sometimes try to recruit people who are susceptible or vulnerable. This can happen in person or over the internet. This will mean front-line staff across the partnership being aware of and recognising the symptoms and taking measured and proportionate action help to safeguard the individual and those around them.

KEY ISSUES FOR CONSIDERATION

13. Since 2015, officers in the communities division have been working with police colleagues, engaging faith communities and raising awareness of some of the national campaigns and resources such as www.preventtragedies.co.uk which provides advice and information for families concerned about potential travel to Syria. A key target for communications activity is young people.
14. Schools are also a key target for communication and awareness raising and in Southwark all head teachers have been briefed on Prevent. Safeguarding leads in each school have also been briefed including attendance by over 100 school staff at a council organised event at the beginning of July 2015 following the Prevent duty under the Counter Terrorism and Security Act being extended to schools. This included the Police Borough Commander and Police Prevent Engagement Lead providing briefings.
15. Full staff briefings have been taking place in schools and Workshop Raising Awareness of Prevent (WRAP) training is being rolled out across schools. WRAP was developed by the Home Office and is a two and a half hour interactive facilitated workshop centred around a DVD. It is aimed at frontline staff (such as police, social services, probation, education and health staff) and is intended to give them:
 - an awareness and understanding of the *Prevent* agenda and their role within it
 - the ability to use existing expertise and professional judgement to recognise potentially vulnerable individuals who may be susceptible to messages of violence
 - the confidence to use a common sense based response.
16. The workshop is an introduction to Prevent and covers issues such as crime, normal social processes that are used to influence and manipulate people, extreme right-wing and other case studies, terrorist ideologies and factors which may contribute to an individual's susceptibility to a terrorist ideology. WRAP will continue to be rolled out across other frontline staff outside schools.
17. The Police Prevent lead has visited the majority of Southwark's secondary schools and is liaising with Children's services staff as this activity progresses.
18. The multi-dimensional nature of radicalisation means there is no single cause of radicalisation and no "magic bullet" that guarantees that someone will stop engaging with violent extremist groups. There is growing evidence that mental health is one contributory factor and our partnership with mental health practitioners is important in addressing this. The South London & Maudsley NHS Foundation Trust has a Prevent lead officer. The council is actively working with SLAM and other health providers on referrals.
19. There is no single way of identifying who is vulnerable to being drawn into terrorism. Factors that may have a bearing include peer pressure, influence from other people or via the internet, bullying, crime against them or their involvement in crime, anti social behaviour, family tensions, race/hate crime, lack of self esteem or identity and personal or other grievances.
20. Officers within the communities division work closely with those in children's and adults services sharing information and ensuring co-ordinated multi-agency

approaches to dealing with concerns about individuals. This has included detailed guidance for staff on referrals, agreed referral processes and guidance on assessing risks.

21. The Home Office monitors all priority boroughs activity in relation to Prevent given that it is now a statutory duty under the Counter Terrorism and Security Act 2015. The Act gives the Secretary of State the power to intervene or issue directions if they are not satisfied with performance as we move forward. Prevent is also embedded within the Ofsted inspection regime.
22. In the case of local authorities the guidance on the Prevent duty envisages that the council puts the following in place:

Workstream	Detail	Southwark Response/Timescale
Partnership Arrangements	Use existing partnership mechanisms to co-ordinate and agree risk	In place - Safer Southwark Partnership and Children's and Adults Safeguarding Boards
	Use existing partnership mechanisms to monitor impact	In place - as above
	Effective dialogue with community organisations	Action/communications plan being developed (this report)
Risk Assessment	Use the Counter Terrorism Local Profile to assess risk	CTLP delivered and informing the action plan
	Risk assessment is informed by engagement with schools, registered childcare providers, universities, colleges, local prisons, probation services, health, immigration enforcement, YOT and others.	Good engagement with schools, health and others.
	Incorporate the duty in other policies and procedures – in particular safeguarding children policies	In place – Children's Safeguarding board has embedded Prevent within its policies and procedures e.g. its work on Internet/online Safety
Other agencies supporting children	Work with other agencies supporting children including out of school hours provision	Action plan (this report)
Monitoring and enforcement	The Home Office can scrutinise Prevent action plans and performance and provide and develop good practice advice	Advice being shared through Director of Communities
	Government can inspect and intervene where necessary	n/a
Action plan	Any authority that assesses there is a risk should develop a Prevent action plan including community based projects and activities	Action plan being developed (this report)

Workstream	Detail	Southwark Response/Timescale
Staff training	Training for appropriate frontline staff and contractors	Prioritised school/children's services staff. Ongoing action plan will consider which other staff should undergo WRAP/other training
	Local authority staff to make appropriate referrals to Channel	Channel arrangements in place and referrals are taking place as required
Use of local authority resources	Local authorities to ensure publicly owned venues and resources do not provide a platform for extremists including access to IT	Included in September action plan
	Local authorities not to work with organisations with extremist views	Communications Campaign included in September action plan
	Prevent duty written into contracts	Legal advice has been sought and arrangements in place
Appointment of Prevent Co-ordinator		Underway
Collaboration	Local authorities where necessary collaborate with neighbouring authorities on action plans	Information is shared through the London Prevent Co-ordinators Forum

Community impact statement

23. Prevent is about safeguarding the communities we serve. It's the bread and butter of what many council officers in Southwark do and we are therefore working on raising awareness across the council and our partners.
24. The Prevent agenda is about our communities being fully engaged in the political and democratic process and feeling protected and empowered to live in their communities peacefully regardless of their faith and/or belief. What Prevent is not about is marginalising or targeting specific communities. As such it aims to have a beneficial impact on the community as a whole.
25. Under the Public Sector Equality Duty General Duty public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
26. The protected groups covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.
27. 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 and 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.

28. It is essential that when decisions are made they take into account the public sector equality duty's general duty (PSED General Duty) as set out in section 149 of the Equality Act 2010. Officers will undertake further equality analysis as the service works through implementation of the changes.

Resource implications

29. The specific post for Prevent is central government funded under the terms of a grant agreement with the Home Office. The Home Office have confirmed funding for 2016/2017 including the cost of the post and a small budget for Prevent related projects.

Legal implications

30. The Prevent duty was placed on a number of specified public authorities (including London Boroughs, the NHS, schools and further and higher education institutions) by the Counter Terrorism and Security Act 2015. This requires that the council must, in the exercise of its functions, have due regard to the need to prevent people from being drawn into terrorism.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

31. Section 21 of the Counter-Terrorism and Security Act 2015 (the Act) places a duty on certain bodies, including London boroughs, to have "due regard to the need to prevent people from being drawn into terrorism"; guidance is issued under section 24 of the Act. The Act states that the authorities subject to the provisions must have regard to this guidance when carrying out the duty.
32. The council's civil contingency work is driven by the Civil Contingencies Act 2004 which requires local authorities to develop and implement emergency plans, business continuity management arrangements and maintain an ability to warn, inform and advise the public in an emergency.
33. As detailed in paragraphs 25 to 28, all decisions are made they take into account the PSED General Duty as set out in section 149 of the Equality Act 2010; and detail how this will be achieved.

Strategic Director of Finance and Governance (FIN0916 – JB)

34. This report seeks to agree the Southwark Prevent Partnership Delivery Plan 2016-17 as set out at Appendix 1. Paragraph 29 notes that funding for both the Prevent Co-Ordinator post and related projects is by way of grant agreements with the Home Office.
35. The grant agreements state that funding is obtained in arrears through quarterly claims and assessed against allowable expenditure. Management should ensure

all Prevent related expenditure meets the criteria and quarterly claims are submitted to minimise any financial risks associated with the delivery plan.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title:
Appendix 1	Draft Prevent Partnership Delivery Plan (circulated separately)

AUDIT TRAIL

Cabinet Member	Councillor Barrie Hargrove, Communities and Safety	
Lead Officer	Gerri Scott, Strategic Director of Housing and Modernisation	
Report Author	Stephen Douglass, Director of Communities	
Version	Final	
Dated	8 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	8 September 2016	

Item No. 16.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Gateway 2 – Contract Award Approval Asbestos Consultancy Services Contract A – Surveying and Bulk Sampling and Contract B – Air Sampling and Monitoring	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	

FOREWORD – COUNCILLOR STEPHANIE CRYAN, DEPUTY LEADER AND CABINET FOR HOUSING

Asbestos management, sampling and removal need to be carried out as part of our commitment to the health and safety of our residents and sits within our legal obligations. Our current contracts expire on 31 December 2016 and there is a requirement to ensure that arrangements are in place for these services on an on-going basis.

This report recommends the awarding of two contracts. Contract A will provide the surveying and bulk sampling of the council’s residential and other premises for any suspected asbestos. Contract B is the contract for air sampling and monitoring after asbestos removal to ensure that properties and areas are asbestos free before occupation.

Both contracts are subject to the planned procurement strategy that was agreed by cabinet in October 2015 and I recommend both contracts for approval.

RECOMMENDATIONS

That the cabinet:

1. Approves the award of Contract A - surveying and bulk sampling to Pennington Choices Ltd for the estimated sum of £1.2m per annum for a period of 4 years from 1 January 2017 with the option to extend by a further 2 year period, making a total estimated value of £7.2m.
2. Approves the award of Contract B - air sampling and monitoring to Armstrong York Asbestos Environmental Limited for the estimated sum of £274,000 per annum for a period of 4 years from 1 January 2017 with the option to extend by a further 2 year period, making a total estimated value of £1.64m.

BACKGROUND INFORMATION

3. A Gateway 3 report seeking a 1 year extension was approved by the strategic director of finance and governance on 7 October 2015.

4. The existing two Asbestos Consultancy contracts are due to expire on 31 December 2016 and there is a requirement to ensure that arrangements are in place for these services.
5. The planned procurement strategy was the subject of a Gateway 1 report approved by cabinet on 20 October 2015. The approved EU restrictive procedure procurement strategy was followed.
6. The contracts are designed to provide the following services:
 - Contract A: surveying and bulk sampling of the councils residential and other premises for suspected asbestos containing materials
 - Contract B: air sampling and monitoring after asbestos removal to ensure airborne asbestos fibres are absent before the area is occupied.
7. These contracts will serve voids, day-to-day repairs and kitchen and bathroom replacements for the Asset Management team.
8. Both contracts contain a Consumer Price Index (CPI) adjustment that is due each January after the first year.

Procurement project plan (Key Decision)

Activity	Complete by:
Forward Plan for Gateway 1	July 2015
DCRB Review Gateway 1	24 Aug 2015
CCRB Review Gateway 1	27 Aug 2015
CMH Review Gateway 1	14 Sept 2015
Deadline Agenda Planning	28 Sept 2015
Approval of Gateway 1: Procurement strategy report - cabinet	20 Oct 2015
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	27 Oct 2015
Completion of tender documentation	07 Mar 2016
Publication of OJEU Notice	15 Feb 2016
Publication of Opportunity on Contracts Finder	17 Feb 2016
Closing date for receipt of expressions of interest	17 Mar 2016
Completion of short-listing of applicants	16 Apr 2016
Invitation to tender	18 Apr 2016
Closing date for return of tenders	31 May 2016
Completion of evaluation of tenders	29 Jul 2016
Forward Plan for Gateway 2	8 Feb 2016
DCRB Review Gateway 2:	11 Aug 2016
CMH Review Gateway 2	15 Aug 2016

Activity	Complete by:
CCRB Review Gateway 2	18 Aug 2016
Notification of forthcoming decision – despatch of Cabinet agenda papers	30 Aug 2016
Approval of Gateway 2: Contract Award Report	20 Sept 2016
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	30 Sept 2016
Debrief Notice and Standstill Period	13 Oct 2016
Contract award	14 Oct 2016
Add to Contract Register	15 Oct 2016
Place award notice in Official Journal of European (OJEU)	14 Nov 2016
Place award notice on Contracts Finder	15 Nov 2016
Contract start	1 Jan 2017
Initial contract completion date	31 Dec 2020
Contract completion date – (if extension(s) exercised)	31 Dec 2022

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

9. These services will ensure that the council has arrangements in place to independently verify the presence of asbestos, assess its condition and confirm its safe removal/encapsulation allowing other works to be undertaken and ensuring safe occupancy for residents.

Policy implications

10. The services provided by these two contracts will ensure that the council fulfils it's obligations as a landlord and employer under the Health and Safety at Work Act 1974, the Control of Asbestos Regulations 2012 and meets the requirements of the council's Management of Asbestos Policy.

Tender process

11. Following the placement of the OJEU advertisement on 15 February 2016, 24 expressions of interest were received by email. The full set of Pre-Qualification Questionnaire (PQQ) documents and the Invitation to Tender (ITT) were uploaded to the Contracts Finder website for tenderers to view and download.
12. The PQQ contained the following sections to be completed:
- Section 1 – Applicant Information (Info Only)
 - Section 2 – Grounds for mandatory exclusion (Pass or Fail)
 - Section 3 – Grounds for discretionary exclusion part 1 (Pass or Fail)
 - Section 4 – Grounds for discretionary exclusion part 2 (Pass or Fail)
 - Section 5 – Economic and financial standing (Pass or Fail)

- Section 6 – Technical and Professional Ability. Tenderers were asked to give three references and examples showing previous relevant contract experience. (Info Only)
 - Section 7 – Additional PQQ modules contained 14 questions, 9 of which were technical questions and an additional 5 quality questions designed to ensure applicants met the council's requirements and was fully evaluated.
13. A total of 21 companies returned completed PQQ submissions for Contract A and 13 companies for Contract B by the required deadline of 1pm on 17 March 2016.
 14. The PQQ submissions were evaluated by members of the council's commercial team comprising of the procurement manager, procurement officer and an assistant quantity surveyor alongside the council's asbestos co-ordinator.
 15. The PQQ set out that the top 5 highest ranked applicants for both contracts would be invited to tender. The council reserved the right to invite the sixth highest applicant should they score within 2% of the fifth highest applicants score. A sixth applicant was invited to tender for both contracts as they scored within 2% of the fifth ranked score.
 16. The companies shortlisted for the ITT stage for Contracts A and B were as follows:
 - Pennington Choices Limited (Penningtons)
 - Armstrong York Asbestos Environmental Limited (AY)
 - Environtec Limited (Environtec)
 - Tersus Consultancy Limited (Tersus)
 - Lucion Environmental Limited (Lucion)
 - Exova Group PLC (Exova).
 17. The evaluation of the PQQ questionnaires resulted in the same shortlist of tenderers for both contracts.
 18. The shortlisted companies were invited to tender on 18 April 2016 with the instruction to return a completed tender by 31 May 2016.
 19. Four tenders for each contract were returned to 160 Tooley Street on or by 1pm on 31 May 2016 and were opened on 1 June 2016. These were then checked for compliance. Details of the 2 firms who did not return a tender are noted in the closed report.

Tender evaluation

20. The Tender Evaluation Panel (TEP) consisted of the following individuals, with areas of evaluation being conducted separately from each other.

Area Evaluated	By Who (Post)
Price (70%)	Commercial Manager
Quality (30%)	Procurement Manager, Procurement Officer, Asbestos Co-ordinator, Assistant Quantity Surveyor

21. Tenders were evaluated on the basis of M.E.A.T (most economically advantageous tender) using a weighted model of 70:30 price and quality.

22. All tenders were initially checked for completeness and compliance with the ITT documents as set out in the Tender Evaluation Methodology attached (Appendix 1) before the price evaluation was carried out.
23. A price schedule model was used that contained various annexes covering the different work streams and hourly rates. This tendering approach was intended to preclude tactical tendering of any work streams and reduce the risk of uncontrolled expenditure.
24. Each annexe contained a pre-priced schedule of rates and indicative quantities for each schedule based on historical data and the tenderers were required to put either a +/-% against each annexe, including their hourly rate.
25. Price evaluation was marked out of 70 points. The lowest overall tender price would be awarded 70 points. The following formula was used to evaluate the scores - $(A/B) \times C$ - where:
 - A = Lowest Lump Sum Price
 - B = Next Lowest Lump Sum Price
 - C = Overall Weighting for Price.
26. All priced documents submitted were checked for arithmetical errors and qualifications.
27. The quality assessment was based on the information received from tenderers in response to method statements covering mobilisation, service delivery, quality control and compliance and the London Living Wage.
28. Each member of the TEP independently assessed each method statement response in accordance with the scoring guidelines detailed in the Tender Evaluation Methodology attached (Appendix 1). The TEP then checked the scoring for consistency and agreed a consensus score. Final scores were calculated to ascertain the tenderer's overall score.
29. The Tender Evaluation Methodology detailed that the submissions for Contract A would be evaluated first. The winning submission for Contract A, achieving the highest combined scores for quality and price would then be excluded from final consideration for Contract B. All the quality submissions for Contract B were then evaluated.
30. Due to the nature of the services, minimum quality score thresholds were set for 3 of the method statements (2 – service delivery, 3 – quality and compliance and 4 – LLW) as set out in the Tender Evaluation Methodology attached (Appendix 1). Tenderers needed to achieve a score of 5 (satisfactory) for each of these method statements otherwise their submission could be rejected.
31. The purpose of setting minimum quality thresholds for these 3 methods was to ensure that tenderers could provide the minimum acceptable standard to these specific areas that would impact on programme timescales and safety risks for voids, repairs and major works. 2 of the tenderers failed to meet the minimum quality thresholds and were excluded at that stage, details of which are noted in the closed report.

32. This table below combines the remaining tenderer's combined price and quality scores and identifies the tenderer with the highest combined score for Contract A:

SUMMARY OF TENDER SCORES FOR CONTRACT A - SURVEYING AND BULK SAMPLING				
Tenderer	Quality Score	Price Score	Total Score	Ranking
	30 Points	70 Points	100 Points	
Penningtons	19.5	70.00	89.50	1
AY	15.6	69.31	84.91	2

33. Penningtons provided the most economically advantageous tender for Contract A. As noted in paragraph 31 above, Penningtons are now excluded from final consideration for Contract B.
34. All priced documents submitted were checked for arithmetical errors and qualifications and none were noted.
35. As noted in paragraph 31 above, due to the nature of the services, minimum quality score thresholds were set for 3 of the method statements (2 – service delivery, 3 – quality and compliance and 4 – LLW) as set out in the Tender Evaluation Methodology attached (Appendix 1). Tenderers needed to achieve a score of 5 (satisfactory) for each of these method statements otherwise their submission could be rejected.
36. As noted in paragraph 32 above, the purpose of setting minimum quality thresholds for these 3 methods was to ensure that tenderers could provide the minimum acceptable standard to these specific areas that would impact on programme timescales, resident safe occupation and safety risks for voids, repairs and major works.
37. This table below combines the remaining tenderer's combined price and quality scores and identifies the only tenderer with the highest combined score for Contract B:

SUMMARY OF TENDER SCORES FOR CONTRACT B - AIR SAMPLING AND MONITORING				
Tenderer	Quality Score	Price Score	Total Score	Ranking
	30 Points	70 Points	100 Points	
AY	17.00	70.00	87.00	1

38. Both Penningtons and AY's submissions achieve best value for the council with the most efficient and economical mix of overall price and service quality.
39. It is therefore recommended that Contract A – surveying and bulk sampling is awarded to Penningtons, and Contract B – air sampling and monitoring is awarded to AY.

Plans for the transition from the old to the new contract

40. The council's asbestos compliance team and the compliance operations manager have developed an overall plan to manage and monitor this critical

phase ensuring transition from the current service delivery to the two new contracts are successful.

41. As soon as the two contracts are awarded:

- Weekly mobilisation meetings will be held with Penningtons and AY at 160 Tooley Street in which we will carry out reviews of programme and identify opportunities for service improvement
- Planned projects will be programmed and communicated with residents
- Existing processes will be updated and communicated prior to the contract start date
- The council's asbestos contracts manager and compliance operations manager will be responsible for arranging meetings with key departments (contact-centre, the major works team, housing & sheltered housing teams and the council's IT) to ensure there is a seamless transition.

Plans for monitoring and management of the contract

42. The service has a team of dedicated asbestos inspectors who will carry out daily joint inspection to ensure quality and compliance with the contracts and specifications and to ensure quality and compliance.

43. The table below shows the Key Performance Indicators (KPIs) for the Contracts:

Contracts A&B : KPIs		Minimum Target %	Authority's Aspiration Objective %
1	Percentage of urgent Orders commenced during that month and completed within the stipulated time periods in each Order	95%	100%
2	Percentage of Priority Code 2, 3 and 4 Orders completed within the stipulated time periods.	95%	98%
3	Percentage of Orders where a report, in accordance with the contract documents, has been received within the specified time periods	95%	100%
4	Number of Orders that have not been completed within the stipulated time periods.	20No	10No
5	Response to queries or complaints from Residents and Authority officers to meet the Authority's Complaints Policy (as contained in Appendix "A") i.e. within 5 days.	98%	100%

44. The council's commercial team will review all applications for payment, monitor and administer defaults, and carry out recovery of costs for poor performance.

45. Monthly progress meetings will be arranged between Penningtons, AY and council officers. These meetings will be recorded to review performance and compliance.

46. The corporate facilities management (CFM) team's requirements for these contracts are limited to a backup provision only. Should CFM engage the

services of these contracts as a back up then CFM will attend the appropriate meeting.

Identified risks for the new contract

47. The table below identifies the specific risks associated with these contracts, the likelihood of occurrence and the controls in place to mitigate the risks:

R/N	Risk	Likelihood	Risk Control
R1	Possible risk of challenge on award of these contracts.	Low	The procurement has been undertaken in accordance with the stated evaluation methodology.
R2	Penningtons or AY cease trading, go into liquidation/administration.	Low	Further checks have been undertaken as provided in paragraph 72 (below) which shows that Penningtons and AY are of a 'Very low risk'. The financial stability of the organisations will be continuously monitored throughout the contract through the contract management process. Retention will be held on all interim payments in order to mitigate against the risks involved of company failure by either contractor.
R3	Ineffective mobilisation	Low	In total 11 week mobilisation period has been programmed for and is expected to be completed by 31 December 2016. As both resources and infrastructure are already in place for both contractors the risk of major mobilisation issues is minimised. A full review of systems and processes that aims to enhance future service levels will be the focus of regular pre-contract meetings.
R4	One or both contractors are unable to fulfil the requirements of the contract e.g. poor performance, leading to the need to terminate the contract.	Low	In the event of both contractors failing, the council's approved list of contractors will be used to distribute works while the contract(s) are re-procured.

Community impact statement

48. Both contracts will be of low impact to residents as the majority of surveys are carried out to properties prior to refurbishments. Any surveys undertaken will be under controlled conditions, which will mean restricted access in areas where samples are being obtained and/or air sampling and monitoring is being carried out.

Social value considerations

49. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be

secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

Economic considerations

50. The full cost to the council and the life span of each contract is set out in paragraphs 1 and 2 of this report.
51. Pennington have proposed to provide an apprentice opportunity for a trainee surveyor. Both contractors have confirmed work placement opportunities for local young persons who are not in education, employment or training.
52. Both Contracts contain a clause prohibiting any discriminatory employment practice which could be construed as blacklisting as detailed in The Employment Relations Act 1999 (Blacklists) Regulations 2010. The Commercial team will carry out an annual check to ensure compliance with the Regulations as part of the annual performance review.

Social considerations

53. The council is an officially accredited LLW employer and is committed to ensuring that, where appropriate, our contractors and sub-contractors pay staff at a minimum rate equivalent to the LLW rate. The Gateway 1 report approved on 20 October 2015 confirms, for the reasons stated in that report, payment of LLW was an appropriate and best value requirement for this contract offering enhanced quality of work from a motivated workforce and a lower staff turnover. Penningtons and AY have both confirmed that they exceed the LLW requirements. Following award, quality improvements and costs implications linked to the payment of LLW will be monitored as part of the contracts review processes.
54. Penningtons and AY have demonstrated that they operate an Equal Opportunity Policy and that they are fully aware of and compliant with the council's own Equal Opportunity Policy in particular.

Environmental considerations

55. Both contracts will encourage the use of low emission vehicles and the minimisation of journeys needed.
56. Both contractors will provide waste consignment to ensure materials containing asbestos are disposed of at controlled sites and not fly-tipped.

Market considerations

57. Penningtons is a small and medium-sized enterprise (SME) that employs approximately 50 staff including senior management, laboratory staff, call-centre staff, an asbestos surveying team and an analyst and report writing team.
58. AY is an SME that employs 40 staff including senior management, laboratory staff, call-centre staff, asbestos surveying team and a dedicated analysis and report writing team.

Staffing implications

59. There will be no impact on council staff caused as a consequence of implementing these contracts. The contracts will be managed by the council's repairs contract managers.

Financial implications (FIN915-JP)

60. These asbestos contracts are due to commence in January 2017 and will serve day to day repairs, voids as well as kitchen and bathroom replacements. The estimated cost per annum of £1.47m is broken into £424k for day to day repairs and voids and £1.032m funded through the investment programme.
61. The current HRA asbestos revenue budget for both Contract A and B is £442k for repairs and voids, which would be sufficient to cover the estimated annual costs. Each scheme within the Housing Investment Programme has an allocated budget for asbestos surveys approved within each gateway, so the level of expenditure will remain dependent on each individual scheme approval.
62. These budgets may be subject to savings in future years and will also need to contain any adjustments in Consumer Price Index.

Investment implications

63. Investment implications are detailed in paragraph 68 of this report.

Second stage appraisal

64. Second stage financial appraisals were obtained from Experian for all tenderers on 5 July 2016. The PQQ stated that an Experian score of 50 or above was required in order to meet the minimum financial requirement. The table below details their Delphi score and risk banding. The two top scoring contractors meet this minimum requirement.

Tenderer	Delphi Score	Delphi Risk Banding
Penningtons	99	Very Low
AY	100	Very Low

Legal implications

65. Please see concurrent from the Director of Law and Democracy.

Consultation

66. Consultation with residents will be held at the monthly Tenant and Resident Association meetings.
67. Tenant Management Organisations will also be consulted throughout the mobilisation period.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC16/014)

- 68. The strategic director of finance and governance notes the recommendations in this report for the award of the asbestos consultancy services contracts.
- 69. The financial implications identify the budgets for these contracts, and emphasise the need for costs to be contained within the budget.

Head of Procurement

- 70. This report is seeking approval for the award of two asbestos consultancy contracts. Contract A delivers consultancy services for surveying and bulk sampling and contract B consultancy services for air sampling and monitoring.
- 71. The previously approved procurement strategy has been followed with a full EU restricted procedure being undertaken.
- 72. The report describes the evaluation process that was carried out and confirms that tenders were evaluated using a weighted model to determine the most economically advantageous tender (MEAT). The tender process allowed tenderers to bid for one or both of the contracts but it was made clear that they could only win one of the contracts to ensure independent verification for identifying asbestos, in line with the requirements of the council's Management of Asbestos Policy and the Control of Asbestos Regulations 2012. As described within the evaluation methodology issued with the tender documentation, Contract A was evaluated first and the tenderer with the highest score was excluded from the evaluation of contract B.
- 73. The report sets out that the tenderer obtaining the highest overall combined score of quality and price are being recommended for award of contract A. The evaluation of contract B resulted in only one tenderer being viable for award but the report has confirmed that the recommended bid provides value for money in relation to both quality and price.
- 74. The monitoring and managing arrangements for the contract are described which should provide a framework to help ensure that the required standards are delivered throughout the life of the contract.

Director of Law and Democracy

- 75. This report seeks the approval of cabinet to the award of two separate Asbestos Consultancy contracts – Contract A for surveying and bulk sampling to Pennington Choices Ltd and Contract B for air sampling and monitoring to Armstrong York Asbestos Environmental Ltd as further detailed in paragraphs 1 and 2.
- 76. It was confirmed in the gateway 1 report that the council procured 2 contracts for the different elements of the services as it required independent verification for identifying asbestos to ensure compliance with the council's management of asbestos policy and the Control of Asbestos Regulations 2012. Due to the nature

of the services, minimum quality threshold limits were set for 3 method statements as noted in paragraph 30 of this report.

77. The nature and value of these services are such that they are subject to the application of the Public Contract Regulations 2015 (EU regs). This report confirms that, as required by law, tenders were sought from companies following an EU procurement exercise and that the most economically advantageous tender for each contract is recommended for acceptance. A contract award notice will be posted in OJEU within 30 days of the award of both contracts.
78. This report confirms that two contractors were excluded at evaluation stage as they failed to meet the required minimum quality thresholds set. However, as noted in paragraph 31, the council included these thresholds for legitimate justified reasons based on the nature of the service. Officers are satisfied that the procurement was conducted in accordance with the stated evaluation methodology which required bidders to obtain a minimum score of 5 in certain questions.
79. As these contracts are subject to the EU regulations, there is a requirement to allow a standstill period of a minimum of 10 calendar days between notification of the successful companies that they have won the contracts and the award of the contracts to those companies, so as to allow unsuccessful companies the opportunity to challenge (if they decide to) the award of these contracts.
80. As these contract awards fall within the circumstances noted in contract standing orders (CSO) 4.5.2(a), the decision to approve these awards is reserved to the cabinet, after consideration of this report by the corporate contract review board.
81. CSO 2.3 requires that no steps should be taken to award a contract unless the expenditure has been approved. Paragraphs 60-62 confirm the financial implications of these awards.

Director of Exchequer (for housing contracts only)

82. The asbestos consultancy services are a service chargeable cost under the terms of the lease. Communal elements of the work will be service chargeable within the terms of the lease and will be included as part of revenue service charges where undertaken. Statutory consultation is required on agreements that are Qualifying Agreements (in excess of 12 months) under the terms of the Commonhold and Leasehold Reform Act 2002. However, I note that the costs associated with this agreement are below those that require statutory consultation and it is therefore not necessary for these contracts.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Gateway 1 report. Cabinet 20 October 2015 (Item 19)	160 Tooley Street, London SE1 2 QH	Gavin Duncumb 020 7525 0685
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5140&Ver=4		

APPENDICES

No	Title
Appendix 1	Evaluation Methodology document (circulated separately)

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	
Lead Officer	Gavin Duncumb, Commercial Manager	
Report Author	Reuben Humphries, Procurement Officer	
Version	Final	
Dated	8 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (for housing contracts only)	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		8 September 2016

Item No. 17.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Gateway 2 – Contract Award Approval Southwark Regeneration in Partnership Programme Development Partners	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Mark Williams, Regeneration and New Homes	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION AND NEW HOMES

Southwark Council is tackling the housing crisis head-on by building new homes of all kinds, including our ground-breaking commitment to build 11,000 new council homes by 2043 with the first 1,500 by the end of 2018. Our new council homes are being delivered through a variety of programmes including Direct Delivery on infill sites on our existing housing land, our Hidden Homes programme in old washrooms and void spaces in housing blocks, and through buying homes directly from developers. The final method of delivering new council homes is the Southwark Regeneration In Partnership Programme (SRPP), whereby we have packaged together a number of sites and sought a development partner to build out new homes for us, these are predominantly on non-housing land and also include delivering wider regeneration benefits and non-residential facilities such as community centres, GP practices, workspace, and retail space.

Following a rigorous tender process this report awards the contract for Lot B to Affinity Sutton who will deliver 606 new homes, including 284 new council homes, 94 intermediate homes for local key workers, 4,132m² of commercial space and community facilities including a new church, a community gallery, workspace, and new community hall. Affinity Sutton have committed that 148 of the new council homes will be well under construction by the end of 2018 with 41 complete by then, all of which will be built to the high standards set out in our Southwark Council Housing Design Guide. In line with all other new build council homes these will be let at council rents on secure council tenancies, and will be subject to our Local Lettings Policy where half of all new council homes are reserved for local residents who are in housing need.

This report also sets out how the council will invest GLA Housing Zone and s106 Affordable Housing funds as part of the contract award. This contract award will deliver 63% affordable housing across all of the sites, and taking all costs into account this will deliver the new council homes for around £155,000 per unit of which approximately £53,000 is direct financial support from the council through the use of Section 106 funds which represents incredible value for money.

We tendered for two “Lots” of sites, unfortunately there were no bidders for Lot A which covers the sites in the north of the borough, as set out in the report this is due to changes in the property market and the uncertainty caused by Brexit. These sites will be repackaged and we will go back out to tender this autumn. South Dock Marina,

which was in Lot A, will be taken forward as a standalone development and a separate report will come back to cabinet on the procurement route for this crucial site which includes a new modern boatyard to secure its long term future.

In addition to securing new council and intermediate homes, we have also used the procurement process to put our Fairer Future Promises and values into practice and Affinity Sutton will pay at least the London Living Wage, take on at least one local apprentice for every £1m of contract spend, recognise trades unions, and meet our Blacklisting requirements.

RECOMMENDATIONS

Recommendations for the Cabinet

That the cabinet

1. Subject to securing the funding requirement noted in paragraph 4 of the recommendations, approve the award of the Southwark Regeneration in Partnership Programme (SRPP) Lot B to Affinity Sutton Homes Ltd to deliver 606 new homes (of which 284 will be council owned), 4,132m² of commercial space/community facilities that will be retained by the council and associated infrastructure through the Greater London Authority's London Development Panel Development Agreement, The contract shall be for a period of 10 years commencing on 31 October 2016 and completing on 30 October 2026, at a total development cost around £153m with a subsidy by the council of £11.507m along with land and ancillary costs detailed in the closed report.
2. Note that the procurement for Lot A will be repackaged and re-procured as detailed in paragraphs 32-34 of the report which will be approved in separate gateway reports.
3. Approve the allocation of £7.84m of Housing Zone grant to the SRPP sites within the Old Kent Road/Peckham and the Canada Water housing zones.
4. Note that the SRPP will be seeking additional funding of £11.507m from the S106 affordable housing fund to meet the contract investment requirement.
5. Subject to securing the funding requirement noted in paragraph 4 of the recommendations and subject to any further negotiations considered necessary by the Director of Regeneration, approve the disposal of the council's land as listed in Table 2 in this report (Lot B sites) on the terms of the development agreement to be entered into pursuant to the contract being awarded.

Recommendation for the Leader of the Council

That the Leader

6. Delegates authority to the Cabinet Member for Regeneration and New Homes to identify sites with appropriate use and tenure requirements for the re-packaging and to approve the re-procurement of Lot A from the Southwark Regeneration in Partnership Programme [Gateway 1 - Procurement Strategy]; with the exception of the South Dock Marina Boatyard site.

BACKGROUND INFORMATION

7. 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:
 1. Deliver value for money across all services
 2. Build more quality affordable homes of every kind across the borough
 3. Become an age friendly borough
 4. Improve standards across schools
 5. Provide enough places to offer young people and families, including those who are vulnerable, the right support
 6. Revitalise neighbourhoods
 7. Support local people into work.
8. These promises are recognition of the need for new housing supply whilst improving existing housing, educational and health provision across the borough. The Southwark Regeneration in Partnership Programme (SRPP) has the potential to make a significant contribution to that objective.
9. 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.
10. 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.
11. 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. As reported to cabinet on 9 February, since 2010 Southwark Council has had to make £156m of budget savings, equivalent to a third of our budget. Despite being one of the most deprived areas of the country, the council has faced some of the largest reductions in government funding for local authorities, and further indicative savings of £69m over the next three years. 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.
12. 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.
13. 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.
14. A report to Cabinet on 27 January 2015 set out the aims and objectives for the SRPP 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.

15. A further report to Cabinet on 20 October 2015, approved the use of the Greater London Authority (GLA) London Development Panel (LDP) framework for the procurement of the development partners to deliver 18 sites in two lots through the SRPP and the procurement process undertaken followed the requirements of the approved framework
16. On 23 February 2016, a report to the Cabinet Member for Regeneration and New Homes approved the recommendation by the Director of Regeneration for the final blend of sites and tenure variations as detailed in Tables 1 and 2 (8 sites in Lot A and 10 sites in Lot B). An asterisk next to a site name indicates a 'quick win' site, where the council will submit the planning application to expedite delivery. This process is now under way.

Table 1: Lot A sites

Lot A	Site Name
1	345 Southwark Park Road, SE16
2	Former Albion Civic Centre, Albion Street, SE16*
3	Former council offices & retail premises, Manor Place/Stopford Road, SE17*
4	Land at Calypso Way/South Dock, SE16
5	Braganza Workshops, 42 Braganza Street, SE17*
6	Land at Cherry Gardens School, Macks Road SE16
7	Land at Albion Primary School, Albion Street SE16
8	Seven Islands Leisure Centre, Lower Road SE16**

*Quick win site

**Subject to the development of a new leisure centre

Table 2: Lot B Sites

Lot B	Site Name
1	The Flaxyard site, Sumner Road SE15*
2	Sumner House, Sumner Road SE15
3	Fred Francis Day Centre, Lordship Lane SE22
4	Land at Angel Oak School, Longhope Close SE15
5	Wickway Community Centre, St George's Way SE15
6	Car Park, Copeland Road SE15*
7	Land at Library Square, Peckham High Street SE15*
8	Land at Wyndham Road/Redcar Street SE5*
9	233/247 Old Kent Road SE1*
10	21/23 Parkhouse Street SE5*

Procurement project plan (Key Decision)

Activity	Completed by/Complete by:
Forward Plan (If Strategic Procurement) Gateway 2	25/07/2016

Activity	Completed by/Complete by:
Approval of Gateway 1: Procurement Strategy Report	29/10/2015
Expression of Interest	11/11/2015
Sifting Brief	16/11/2015
Bidders' Day	17/11/2015
Short Listing	29/01/2016
Invitation to tender	01/04/2016
Closing date for return of tenders	26/05/2016
Completion of evaluation of tenders	17/08/2016
HIB/HDPB Review Gateway 2:	09/08/2016
CCRB Review Gateway 2:	25/08/2016
Cabinet Approval of Contract Award	20/09/2016
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	05/10/2016
Contract award	06/10/2016
Add to Contract Register	07/10/2016
Contract start	31/10/2016
Contract completion date	30/10/2026

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

17. This contract will provide the following development services for the sites within the Southwark Regeneration Partnership Programme Lot B over a 10 year period:
- Demolition, remediation and enabling works to prepare the site for development
 - Design and construction of new homes, commercial space/community facilities and associated infrastructure including:
 - a) 284 new council homes, of which up to 150 will be in progress by 2018
 - b) 94 intermediate tenure homes, prioritised for local key workers to enable them to live near their place of work
 - c) At least 228 market sale homes
 - d) 4,132m² of new commercial space comprising of
 - i. A new church at Wyndham Road and Redcar Street
 - ii. New Gallery spaces at Peckham High Street
 - iii. Two new halls (a community hall and a school hall) at Angel Oak Academy
 - iv. Retail/work spaces at the Flaxyard, Petrol Station and Parkhouse Street sites

- e) Public realm improvements as required; including significant public realm works at Flaxyards and the Angel Oak Academy site
 - f) Employment and training opportunities across the Lot
 - g) London Living Wage paid across supply chain
 - h) At least 1 apprentice for every £1 million spent (on total spend).
- Raising of development finance
 - Obtaining planning permission where the council has not already done so and/or discharge associated planning conditions
 - Site and supply chain management
 - Sales and marketing of private and intermediate homes
 - Aftercare and maintenance of private and intermediate homes
 - Arrangements for communal and external space where appropriate.

Key decision

18. This report deals with a key decision.

Policy implications

19. The SRPP 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. Development of sites in this programme will reflect the planning policy in force at the time applications are considered, and given the projected timescales, this is likely to encompass both existing and future Southwark Plans.
20. The Development Plan for the borough consists of the Mayor's London Plan, the Core Strategy 2011, the Saved Southwark Plan policies, the Aylesbury Area Action Plan, the Canada Water Area Action Plan, the Peckham and Nunhead Area Action Plan and a revised Canada Water Area Action Plan.
21. The New Southwark Plan, which forms part of the Development Plan, is being prepared in consultation with residents, land owners, developers, employers, local organisations and other groups, with a further stage of consultation in September 2016. This New Southwark Plan will set out the strategy to bring the full benefits and opportunities of regeneration to all Southwark's residents.
22. Initial intent was that the intermediate units developed through SRPP would be rented homes discounted to between 60-70% of market rent to meet the housing needs of modest income households, particularly key workers currently living or working in the borough. However, the policy on, and the availability of grant funding for, intermediate rent is still not fully established. Therefore, the invitation to tender noted that the council would accept bids in which the intermediate products were either rented properties discounted to 60% of market rent or below, "intermediate" as defined by the GLA or a mixture of the two and targeted at key workers currently working in the borough. As new affordable products (such as discounted PRS, starter homes and London Living Rent) arise, their treatment in planning policy, in the government's funding settlement for London and in the GLA's funding prospectus will determine the programme's intermediate offer.

Tender process

23. The GLA LDP Framework ensures bidders have undergone pre-qualification for technical competence and general capability and sets out the following three stage competitive tender process:
 - a) Expression of interest
 - b) Sifting
 - c) Mini-competition.
24. The GLA LDP Framework allowed for soft market testing and early stage advice to be undertaken. All 25 GLA LDP members were invited to a bidder's day on 17 November 2015, where members and officers presented proposals.
25. Separate expressions of interest for Lots A and B were sent out to all 25 GLA LDP members on 9 November 2015, using the framework's template requesting panel members to confirm their interest in bidding for either Lot A or Lot B, or both. Bidders were able to bid for both Lots but were informed that a selected bidder could only win one Lot.
26. Of the twenty five GLA LDP members, twenty two expressed their interest to tender by the deadline of 16 November 2015.
27. A sifting brief, as provided for within the GLA LDP framework, was sent to all 22 interested parties on 12 November 2015, with a closing date of 21 December 2015. The sifting brief focused on the specifics of the project and tested the capabilities and experience of each panel member in delivering the things that are critical to the success of the project. Per framework terms, panel members were asked to provide method statements (500 word limit) in response to 10 sifting questions, a copy of which is included in Appendix 1.
28. In addition to the sifting questions, bidders responded to a set of questions relating to the "Blacklists Regulations" concerning employment and subcontracting.
29. Eleven contractors submitted sifting responses by the submission deadline; nine provided a response for both Lots and two provided a response for Lot B alone.
30. The sifting responses were analysed and scored between 1 and 5 as per the prescribed sifting methodology. The bidders that scored 2 or less on any of the questions were eliminated and those bidders who had been unsuccessful were notified in writing. A short list of 6 bidders for Lot A and 7 bidders for Lot B, as detailed in the closed report, were selected on 25 January 2016 to receive the final tender information.
31. Tenders were issued to the shortlisted bidders from each Lot via the ProContract Version 3 e-procurement portal on 1st April 2016. The closing date and time was 1.00pm on 26 May 2016.
32. By the submission deadline, two satisfactory tenders were received for Lot B but no tenders had been received for Lot A. However given the current market activity, as detailed in paragraphs 76-79, it was considered that sufficient competition remained for this procurement and a decision was taken to proceed with evaluation of the bids received for Lot B.

33. All shortlisted bidders for Lot A were contacted as part of a follow up quality assurance exercise and feedback was that some felt Lot A was too demanding in technical complexity and risk through the number and variety of sites.
34. It is recommended that Lot A is reconfigured into smaller, more manageable packages, and retendered. A Gateway 1 seeking approval for this re-procurement is to be presented to the Cabinet Member for Regeneration and New Homes – with the exception of South Dock Marina Boatyard, which given its significance and value will be presented to Cabinet. A recommendation has also been made to delegate authority to the Cabinet Member for Regeneration and New Homes to approve the Gateway 1 procurement strategy, including the mix of sites with the appropriate uses and tenures for the re-packaging and re-procurement of Lot A from the SRPP.

Tender evaluation

Lot B

35. The price submission was evaluated by:
1. Head of Regeneration-Capital Works and Development
 2. Principal Surveyor
 3. Divisional Accountant
 4. Departmental Finance Manager
36. The quality submission was evaluated by:
1. Housing Regeneration Programme Manager
 2. Senior Planner and Planning Advisor
 3. Architect and Project Manager
 4. Principal Surveyor
37. Both panels were advised by Trowers and Hamlin, with Specialist Lawyers for Contracts and Property & Regeneration from Southwark Council.
38. As detailed in the Gateway 1 report all tenders were evaluated on a 70:30 price to quality ratio.
39. Pricing was evaluated using the criteria detailed in Table 3.

Table 3

	Evaluation Criteria	Weighting	Method of Evaluation
1.	Overall financial implication for the council determined as the financial submission which generates the highest surplus or, failing that, the lowest deficit with other submissions being evaluated accordingly.	50%	Scored on a ranking system with the best value financial offer in each criterion receiving a maximum score and the remaining bidders receiving a proportion relative to the best value offer.
2.	Confidence in financial variables	10%	Scored on the evaluation of the robustness/credibility of all cost, income, borrowing and profit assumptions.

	Evaluation Criteria	Weighting	Method of Evaluation												
3.	<p>Overage and likelihood of receiving it which was considered in two stages:</p> <p>(i) Amount of additional revenue for the council considered likely to be generated; and</p> <p>(ii) Likelihood of achieving this level of overage based on developer's assumptions.</p>	10%	<p>(i) Scoring was based on ranking, with the highest return getting the maximum score of 10 and the remaining bidder receiving a proportion relative to the best value offer. This ranking was translated to a proportion of 100%.</p> <p>(ii) A discount factor was applied to the ranking, taking the scores 0-5 derived from the "Confidence in Financial Variables" criterion and applied to the score of up to 100%, as follows:</p> <table border="1"> <tbody> <tr> <td>0 points</td> <td>100% (i.e. ranking is nil)</td> </tr> <tr> <td>1 point</td> <td>80%</td> </tr> <tr> <td>2 points</td> <td>60%</td> </tr> <tr> <td>3 points</td> <td>40%</td> </tr> <tr> <td>4 points</td> <td>20%</td> </tr> <tr> <td>5 points</td> <td>0% (i.e. ranking not discounted)</td> </tr> </tbody> </table> <p>The resulting score was adjusted to equate to a maximum of 10% of the total.</p>	0 points	100% (i.e. ranking is nil)	1 point	80%	2 points	60%	3 points	40%	4 points	20%	5 points	0% (i.e. ranking not discounted)
0 points	100% (i.e. ranking is nil)														
1 point	80%														
2 points	60%														
3 points	40%														
4 points	20%														
5 points	0% (i.e. ranking not discounted)														
	Total Price	70%													

40. Base price returns were evaluated using Section 1 of Table 3 in order to identify the bidder with the best price or lowest subsidy. In the original tender documents bidders were informed that a Housing Zone grant would be available.
41. Bidders initially departed somewhat from the original schedule of unit numbers as the original tender documents had encouraged bidders to maximise the returns while using realistic planning assumptions and delivering the housing required by the council. Although this produced some innovative responses, with their corresponding pricing, bidders introduced different changes and it was difficult to evaluate the bids' comparative pricing submissions.
42. As a result of this, from a planning perspective greater certainty about acceptable dwelling numbers for some of the sites and following the advice from our external solicitors, clarification was issued to bidders on 14 July 2016 asking them to resubmit their financial bid against a new schedule which set out a specific tenure mix for each site by 22 July 2016. The council was therefore able to ensure that 'new' compliant, like-for-like bids were received from all bidders enabling a consistent approach to be taken in evaluation. These 'new' compliant bids are also the proposals the bidders would intend to build for the council if appointed, and following legal advice, were henceforth the only proposals evaluated for both price and quality for Lot B.
43. Further clarification was then sought on 2 August 2016 as bidders had not adopted the correct figures in their compliant bid for built space to be used for

commercial or community purposes. The responses were returned on 5 August 2016.

44. As Affinity Sutton offered the best value financial offer they were awarded 100% equating to a weighted score of 50%, and the remaining bidder received a percentage relative to this best value offer as detailed in the closed report.
45. Stage 2 of the pricing criteria, confidence in financial variables, was evaluated using Table 4.

Table 4

No submission	0 Points	No response was made
Very Poor	1 Point	Few or no appraisal variables felt to be realistic or generating confidence
Poor	2 Points	Some variables considered realistic but overall a low level of confidence in the information submitted
Acceptable	3 Points	Many variables considered realistic or within bounds of probability with overall a fair level of confidence generated
Good	4 Points	Most variables considered realistic/achievable with a good level of confidence
Excellent	5 Points	All or very nearly all variables considered realistic/achievable with an excellent level of confidence generated in the proposals

46. Development appraisals submitted by bidders for each site were scrutinised in detail to check basic assumptions as well as variables adopted including sale values, costs and profit. These were compared with those adopted in the externally sourced valuation advice commissioned by the council. There was some disparity between variables adopted but none sufficient to give concern that schemes could not be delivered and both were deemed acceptable and scored 3 out of a possible 5 points equating to 6%.
47. Overage, stage 3 of the pricing criteria, was evaluated using Section 3 of Table 3 for the categories of planning overage (for built space exceeding a defined size threshold), sales overage (for private sales exceeding a defined value threshold), and profit overage (a share of overall scheme profits to be passed over once a priority return has been met).
48. Sales projections and thresholds set for overage mostly did not exceed those estimated by and for the council. At current value levels it is unlikely that significant overage (in relative terms) would result from this scheme, however a lengthy delivery period may bring changed market conditions and if those result in improvements to the overall financial position the council should expect to share in that. A detailed evaluation of overage is provided in the closed report with Affinity Sutton awarded the maximum score of 10 equating to 6% in line with tender provisions adjusted by reference to the confidence in financial variables score.
49. Bidders were also advised that notwithstanding the price evaluation methodology detailed in Table 3, the council would scrutinise all tenders that contained costs which appeared or abnormally low as provided for under regulation 69 of the Public Contract Regulations 2015. This would be done by benchmarking

tendered pricing against the council's own valuations. However, neither bid was considered abnormally low. A full breakdown of the financial scoring is reported in the closed report.

50. Value for money overall in comparison with alternative means of procuring new council homes is considered in the Financial Implications section (paragraph 84 onwards).
51. Quality was evaluated on the compliant bid using the criteria detailed in Table 5.

Table 5

Evaluation Criteria		Sub Weighting	Weighting
1. Response to Employer's requirements and design approach	a. Development Proposal in response to the requirements for each site by using a combination of text, site plans, artist sketches, photographs or other techniques, which is derived from, and responds to, the requirements set out in the site specific briefs and Stage 2 reports (including the pre-application advice). To include, but not be limited to, the bidders tenure mix approach to gaining planning and how they would add value and/or minimise costs/risks, including levels of insurance	6%	15%
	b. Method Statement based on Sumner House and Flaxyard Design Submission Brief in Appendix 4.3	5%	
	c. Branding/marketing proposal demonstrating the bidders understanding and ability to meet or surpass the council's requirement as specified in Schedule 13 of the Development Agreement	2%	
	d. Apprenticeship & local labour proposal demonstrating the bidders understanding and ability to meet or surpass the council's requirement as specified in Schedule 13 of the Development Agreement	2%	
2. Project management & resources	a. CVs and structure of project team which should include, as a minimum, the name and credentials of the project manager, registered provider partner (if applicable), lead architect and any other advisers or consultants you intend to use pre and post contract.	2.5%	5%
	b. Project management proposal including evidence of sufficient capacity to run multiple phases in tandem	2.5%	
3. Project delivery programme demonstrating how bidders can meet or improve upon the indicative delivery		n/a	5%

Evaluation Criteria	Sub Weighting	Weighting
programme to maximise the number of council homes delivered by 2018 and ensure delivery through changing economic cycles.		
4. Construction approach and technical proposal by providing a method statement detailing the bidders construction approach and technical proposal for each site; giving due consideration to the constraints and opportunities they present. Responses should, as a minimum, cover contractor procurement and mobilisation, approach to health & safety and risk management, methods of construction and information management and technical proposals including details of inconsistencies between them and the requirements in Technical Specifications in the Southwark Design Guide.	n/a	2.5%
5. Approach to securing scheme finance – Please outline how you intend to secure finance for the life of project.	n/a	2.5%
Total Quality		30%

52. The response to each question was scored from 0 to 5 according to the criteria set out in Table 6. The scores were then divided by the maximum score available (5) and then multiplied by the weightings/sub weightings shown in quality criteria table for each element. The maximum score that could have been achieved for responses to the quality was 55 equating to a weighting of 30% with Affinity Sutton being awarded 39 with a corresponding weighting of 21.05.

Table 6

No submission	0 Points	No response was made
Very Poor	1 Point	Unacceptable, an unsatisfactory response – shows extremely limited understanding of and/or extremely inappropriate approach to the matter in question.
Poor	2 Points	Only some of the requirements met – shows limited understanding of and/or inappropriate approach to the matter in question.
Acceptable	3 Points	A satisfactory response, which meets the basic requirements – gives some confidence, shows reasonable understanding of and/or acceptable approach to the matter in question.
Good	4 Points	Good response, which meets all requirements and gives good confidence – shows extremely sound understanding of and highly appropriate approach to the matter in question.
Excellent	5 Points	Outstanding response, exceeds expectations, adds value, full confidence and includes innovation – shows an excellent understanding of and exemplary approach to the matter in question.

53. The council reserved the right to eliminate any tender submission which did not score a minimum of 3 points in all of the quality criteria and at least 4 points in Quality Criteria 1a (Development Proposal), 1b (Design Method Statements) and 3 (Project Delivery Programme). However, it was not necessary to exercise this right as both bidders scored 3 points or more against all elements of the Threshold Criteria. Scores against quality criteria are reported in more detail in the closed report.
54. The Affinity Sutton scored as follows:
- Quality 21.05/30
 - Price 62/70
55. Overall, in accordance with the council's stated evaluation methodology Affinity Sutton, with a total score for price and quality of 83.05 submitted the most economically advantageous tender, and are therefore recommended for award.

Plans for monitoring and management of the contract

56. A chief benefit of procuring the contract through a framework is that the developer's capabilities have been vetted and their performance and capacity are regularly monitored.
57. The Development Agreement sets out monitoring and management arrangements for the contract, including mechanisms for addressing non compliance.
58. The Head of Regeneration - Capital Works and Development, Housing Regeneration Programme Manager and Housing Regeneration Manager will be the authorised representatives for the council. Other key personnel for the council are Principal Surveyor and Project Coordinators. The Head of Regeneration will also reserve the right to employ a clerk of works type role to monitor quality for the council.

59. The 'appointed development partner' would be required to attend monthly project board meetings and other stakeholder and work stream meetings with the internal project team.
60. The council will monitor performance through KPIs as set out in the Development Agreement.

Identified risks for the new contract

61. The top five risks for this contract are detailed in Table 7 below, with the remaining risks attached as Appendix 2.

Table 7

Risk No.	Identified Risk	Likelihood	Risk Control
1.	Gap funding – unable to secure the required intervention to make the programme viable	Medium	Dual submissions will be made for affordable housing grant and a capital bid for forward funding.
2	Failure to achieve planning consent or post-consent revisions results in delay to start on site	Medium	Minimise planning risk through adherence to policy, continuous engagement with planners and resident consultation.
3	Additional funding required due to viability or lack of proper cost control during the 10 year life of the contract	Medium	There is provision in the DA for cost monitoring including use of independent cost consultants.
4	Reduction in number of council home completions by 2018 due to programme delays and/or scheme viability	Medium	Effective management of the pre construction phase to ensure necessary consents are in place, cost planning and market evaluations are robust.
5.	Housing Zone grant not achieved	Low	Ensure grant submissions are made on time and regular liaison with the GLA.

Community impact statement

62. Under the Equality Act 2010's Public Sector Equality Duty (PSED), as a public body we must have due regard to the need to:
- a. Eliminate unlawful discrimination, harassment and victimisation
 - b. Advance equality of opportunity between different groups
 - c. Foster good relations between different groups

63. A community impact statement has been undertaken for two of the quick win sites, which are appended as Appendix 3, in preparation for planning submission and a similar exercise will be undertaken for the remaining Lot B sites prior to planning submission. The statements capture community priorities, issues and needs, in particular groups displaced or impacted by the development proposal. The community impact statement focused on two distinctive communities:
- a. Geographical communities - people living, accessing or working close to the development
 - b. Community of identity – groups that share characteristics such as the older people, minority ethnic groups, faith groups, people with disabilities and young people, etc. Indicative groups we seek to consult and assess with will be service users, internal stakeholders and affected businesses.
64. Officers will undertake a full equalities impact assessment with the development partner once they are in place and to be completed prior to commencement of works on the first site. This is to ensure that there is no disproportionate or discriminatory impact on groups with protected characteristics.

Social value considerations

65. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

Economic considerations

66. Delivery of the Southwark Regeneration in Partnership programme will be subject to Section 106 that will include initiatives for the development and support of many areas which include Employment, Training, Education, Open Space, Transport, etc.
67. The Development Agreement requires commitment to promote and use local suppliers and businesses where applicable and to meet the council's requirement of one apprenticeship per £1m spend.

Social considerations

68. The SRPP will provide high quality new developments that will meet differing housing needs together with ancillary newly-built space which will include health, education, community and employment-supporting uses.
69. Establishing a robust and effective development partnership will enable the council to maximise the utility, value and quality of buildings being delivered, which will impact greatly on improved social environments for current and future generations, while minimising the long term revenue costs to the council.
70. The new social rent homes will be retained by the council and let on the same basis as existing council homes.

71. As part of the mini-competition process, bidders were required to complete and return the council's standard Offences Certificate confirming that they are not in breach of any of the requirements, including the requirements under Regulation 3(1) of the Employment Relations Act 1999 (Blacklisting) Regulations 2010. Bidders confirmed that they were not in breach of those blacklisting requirements.
72. In addition the council has included its usual provision in the development agreement which requires the contractor to comply with the Employment Relations Act 1999 (Blacklisting) Regulations 2010 during the contract term.
73. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, our contractors and subcontractors pay staff at a minimum rate equivalent to the LLW rate. The Gateway 1 report dated 20 October 2015 confirmed, for the reasons stated in that report; payment of LLW was an appropriate and best value requirement for this contract. Affinity Sutton has confirmed that it meets the LLW requirements. Following award, quality improvements and costs implications linked to the payment of LLW will be monitored as part of the contract review process.
74. Prior to entering into the contract, officers will seek to stipulate in the Development Agreement that Affinity Sutton ask their sub-contractors and suppliers to consider, (if they do not already do so), entering into trade union agreements as minimum protection for the workforce that will deliver the programme on behalf of the council, as set out in the Fairer Future Procurement Strategy 2016.

Environmental/sustainability considerations

75. By investing in high quality and well designed buildings and estates the council aim to achieve positive impacts which will benefit the environment and increase the stock of environmentally friendly buildings within the borough.
76. The terms of the development agreement requires that the development partner complies with the Southwark New Homes Design Guide. Their compliance with the design guide will benefit the environment through contributing to the following:
 - a. Increasing the quality of the housing being delivered in the borough as per the Southwark New Homes Design Guide.
 - b. Ensuring commercial space will achieve BREEAM "very good" standard
 - c. Endorsing flood risk management policy
 - d. Creation of public open space which will benefit surface water management objectives
 - e. Improving public transport connectivity

Market considerations

77. In October 2015, Cabinet was advised that successful delivery of the programme in a partnership venture depended on the continued good health of the property market in Southwark. Growth in the residential market had been strong until that point. Many factors contribute to this success including the borough's good

communications and improvements in transport infrastructure, with more proposed including the Bakerloo extension.

78. Since October 2015, the overall economic outlook has deteriorated somewhat with a slowdown in both the volume of residential sales and the speed of price rises. In particular demand for the more expensive sector of the residential market has dwindled. Wider economic uncertainty has been caused by the vote to leave the European Union and the impact of this decision has yet to be fully understood or felt. Volume house builders were the hardest-hit sector of the FTSE100 index immediately following the EU referendum result, although some recovery has followed.
79. The recent reduction in the Bank of England's base interest rate and other precautionary measures should help mitigate the risks. After a period of steeply rising construction costs, a drop in activity is emerging and if sustained will have an effect on the industry. It is too early to understand whether a swift recovery will follow and the wider uncertainty may play out in a number of ways. There is scope for movement in either direction for both build costs and sale values. Significant movement however seems unlikely.
80. Early marketing activity coincided with a very busy period for developers with multiple opportunities on offer. It was felt that a number of bidders consequently concluded that their capacity for delivery and exposure was fully stretched, and therefore resulted in no bids for Lot A. However, at present, the demographic indicators suggest continued demand for housing of all tenure types in Southwark. Even with current political and economic uncertainty, it is unlikely that London would lose its status as an attractive location in which to live and work.

Resource implications

81. The Housing Regeneration Programme Manager will be responsible for the delivery of the overall programme, under the management of the Head of Regeneration, Capital Works and Development. Their role is to ensure 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. The Regeneration Team which has recently been restructured and now includes some new appointments is able to manage this additional workload.
82. The project required the procurement of additional support services such as architects to carry out feasibility studies and initial design development, financial and valuation consultants to undertake valuations and the development appraisals and legal consultants to provide procurement advice and draft the Development Partnership Agreement. A contribution to the cost of this work will be recovered through the proposed arrangement.

Financial implications

83. Analysis of potential outcomes prior to marketing showed that financial intervention would probably be needed in order to make this scheme viable. At that stage it was hoped that Housing Zone grant would be available but the quantum was not known. Bidders were encouraged to keep the level of intervention to a minimum if a positive result could not be produced.

84. In order to assess the value for money of this proposal it is necessary to compare its costs and returns against other means of delivering new council homes. Comparisons should take account of alternative delivery models and their specific risks and benefits. Direct delivery is entirely within the council's control but susceptible to movements in build cost. Acquisition of affordable housing built as part of private development depends upon availability in sufficient quantity as well as the ability to enter transactions with developers.
85. Housing Zone grant was applied for on the basis of this scheme and its adoption of an externally sourced, mixed tenure approach. The monetary value to the council of 284 new homes together with non-residential accommodation adds to the non-financial benefits of housing provision and space for employment and community activities. Risks associated with managing the build process will be adopted by the developer.
86. The financial aspects of the proposal are considered in more detail in the closed report. The total investment proposed provides 284 new homes as well as non-residential accommodation to the council and is considered good value in relation to alternative means of procuring new council housing.
87. It is confirmed in the closed agenda report that the equivalent value being received for this portfolio of sites is sufficient to meet the council's statutory requirements. Revenue lost from car parking and short-term lettings will be more than replaced by income from new commercial property and the new council homes will generate rent in line with the relevant charging policies. On current estimates gross revenue will total circa £1.9m annually.
88. Appraisals of the proposed new arrangement of Lot A are being undertaken and the results will be reported to Cabinet or to the Cabinet Member for Regeneration and New Homes as part of arrangements to repackage Lot A.

Investment implications

89. Please see concurrent from Strategic Director of Finance and Governance.

Legal implications

90. Please see concurrent from the Director of Law and Democracy.

Consultation

91. A robust consultation strategy to involve internal and external stakeholders has been central to the delivery of both lots of sites; a range of consultative tools are being applied to maximise engagement, involve residents and key partners, including those that live or have an interest in the immediate vicinity of any new development.
92. A comprehensive and inclusive approach to promote, educate and engage stakeholders on the regeneration development proposal has been adopted, supplemented by a consultation timetable. The council's strategic and local consultative groups (area forums, community councils, tenant associations and resident steering groups and other interest groups) are being engaged using correspondence, public meetings, information packs and various social media formats.

93. The consultation programme is being delivered on a site specific and phased basis. Site specific consultation invitations and events are extensively publicised and each site has an allocated project co-ordinator lead to manage the development proposal consultation process. To maximise inclusiveness and participation project co-ordinators will provide sufficient meeting notice; and will minimise barriers of engagement by targeting all marginalised local groups.
94. Ward Councillors are being fully briefed prior to any public consultation and their comments/feedback incorporated into any initial proposals. Council officers will meet with T&RA groups following the councillor briefings and again, prior to any public consultation.
95. As consultation has progressed we have been able to track progress from earlier consultations to demonstrate that the council has listened to the views of residents and their local perspective, before developing its final proposals.
96. For the repackaging and re-procurement of Lot A, soft market testing will be carried out.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC16/015)

97. The aim of the Southwark Regeneration in Partnership Programme is to leverage in the investment and expertise of established developers. The purpose is to create viable opportunities for development and regeneration including housing that would maximise the utility and value of these assets and provide value for money. The cost, value for money, ongoing revenue, land appropriation and financing implications are set out in the closed agenda report.
98. SRRP will be financed through Housing Action Zone funding, S106 Affordable housing, existing housing capital budget and council resources.

Head of Procurement

99. This report recommends that Cabinet, subject to securing the funding required, approve the award of the Southwark Regeneration in Partnership Programme Lot B to Affinity Sutton at a cost of circa £153m with a council subsidy of £11.507m along with land and ancillary costs for a period of 10 years commencing on 31 October 2016 and completing on 30 October 2026.
100. The report confirms that this procurement was conducted in accordance with the full tendering requirements of the Public Contract Regulations 2015 (PCR15) and the Gateway 1 presented to Cabinet on 20 October 2015 which approved the use of the Greater London Authority's London Development Panel framework for the procurement of the development partners to deliver 18 sites in two lots through the Southwark Regeneration in Partnership Programme.
101. Paragraph 2 advises that as a consequence of no tenders being submitted for Lot A that it will be repackaged and re-procured, with the new procurement strategy approved in separate gateway reports.
102. Paragraphs 35 to 55 describe how the submissions were evaluated, the results of that process and confirms that recommended provider, Affinity Sutton, was the

most economically advantageous tender scoring highest on both quality and price.

103. Officers confirm that the recommended contract represents value for money for the council when you compare this proposal against other means of delivering new council homes as detailed in the financial implication section of the report.
104. As detailed in paragraphs 3, 4, 5 and the financial implications of this report, Cabinet should note that additional funding is being sought to meet the investment required for this contract, and accordingly award is subject to that funding being secured in accordance with contract standing order 2.3.
105. The report confirms the monitoring and management arrangements that will be in place during the life of the contract. The Development Agreement which the contractor will enter into also requires commitment to promote and use local suppliers and businesses where applicable and to meet the council's requirement of one apprenticeship per £1m.

Director of Law and Democracy

106. This report seeks the cabinet and leader's approval to a number of recommendations regarding the award of the SRPP Lot B development agreement to the recommended bidder.
107. The nature of the contract being procured is such that it is subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR15). However as noted in this report, procurement of this contract has been through a mini-competition using the GLA LDP framework, which meets the PCR15 requirements. Evaluation of the mini-competition has been undertaken in accordance with the tender evaluation methodology set out in the mini-competition documents. As noted in paragraph 22 of the closed report, the recommended bidder submitted the most economically advantageous tender for Lot B and is therefore recommended for award. No bids were received for Lot A, which was also part of the mini-competition process and therefore the sites under Lot A are to be repackaged and subject to separate gateway approval processes.
108. Contract standing order 2.3 requires that no steps should be taken to award a contract unless the expenditure has been approved. Paragraphs 83-88 confirm the financial implications of this award. Cabinet should note that additional funding is being sought to meet the investment required for this contract, and accordingly award is subject to that funding being secured.
109. The report also recommends the disposal of the sites in Lot B on terms as set out in the development agreement to be entered into as part of the contract.
110. Where the sites are in general fund, the power for their disposal is contained in section 123 of the Local Government Act 1972 ("the 1972 Act"). This states at section 123(2) that "Except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained."
111. This report deals with the comprehensive tendering process that has been undertaken, to ensure that the consideration which the council will receive for the sites in Lot B represents the best that can reasonably be obtained.

112. For those sites that fall within the housing revenue account the relevant legal authority for disposal is section 32 of the Housing Act 1985, (“the 1985 Act”) for which purposes the consent of the Secretary of State is required.
113. A number of general consents have been issued under the 1985 Act in the General Housing Consents 2013. General consent A3.2 provides that a local authority may dispose of vacant land. This means land on which a) no dwelling houses have been built or b) where dwelling houses have been built such dwelling houses have been demolished or are no longer capable of human habitation and are due to be demolished. In general where land is being disposed of as part of this scheme it will either be vacant, or any existing dwelling houses will be vacant and scheduled for demolition.
114. In addition, general consent A3.1.1 enables a local authority to dispose of land for a consideration equal to its market value. “Land” in this context includes land with buildings (including dwellings or other buildings). This consent would apply to those HRA sites where there are buildings on the site (whether dwelling houses or other structures) including any buildings which are not scheduled for demolition.
115. As set out in paragraph 35 of the closed report, the comprehensive procurement exercise has ensured that the consideration for the sites meets the tests for market value and best consideration under s123 of the 1972 Act and s32 of the 1985 Act.
116. The cabinet will be aware of the public sector Equality duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to 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, 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. The cabinet is referred to the community impact statement at paragraphs 62-64 setting out the consideration that has been given to equalities issues which they must consider when approving the award of this contract.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
Gateway 1 – Southwark Regeneration in Partnership Programme Procurement Approval Cabinet Report	Chief Executive’s Department, Housing Regeneration & Development Team	Diana Hall 020 7525 7724
Link: http://modern.gov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5140&Ver=4		

APPENDICES

No	Title
Appendix 1	SRPP Lot B Sifting Questions
Appendix 2	SRPP Lot B Risk Table
Appendix 3	SRPP Lot B Community Impact Statements 1 & 2

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration and New Homes	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Diana Hall, Housing Regeneration Manager	
Version	Final Open	
Dated	8 September 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	No	No
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		8 September 2016

APPENDIX 1

SRPP LOT B SIFTING QUESTIONS

Sifting brief questions (Sent 12 November 2015)

Panel Members are asked to prepare a response to all of the following 10 questions. Responses should be no more than 500 words per question with illustrations where appropriate. Responses must be relevant to the project but can draw on the previous experience of the Panel Member in order to illustrate the answer.

Categories	Questions	Weight
Organisation	1. Confirm that you are able to secure a minimum level of insurance equivalent to the framework requirements per event (i.e. Employers Liability of £10m per event, Public Liability of £10m per event and Contractors All Risks of £10m per event plus Professional Indemnity Insurance of £5million. In addition have the ability to secure an increase level of Public Liability and Contractors All Risks insurances when required by the Council in relation to particular projects or groups of projects where the exposure may be greater than the minimum levels of insurance.	Pass/Fail
	2. Outline your corporate approach to risk management on the delivery of Lot A.	5
Technical	3. Describe your track record in delivering cohesive mixed use and mixed-tenure schemes on sites with similar opportunities and constraints as those in Lot A.	10
	4. Describe your track record in delivering high quality robust design that responds to values espoused in the Southwark Design Values document.	15
	5. Describe the approach you would employ to ensure both the intermediate and market residential products are effectively marketed to people who live and work in Southwark (in particular, key workers such as teachers and nurses).	10
	6. In considering the indicative programme, propose exactly how delivery could be managed to optimise the number of council home delivered by 2018 through the processes of design, planning, procurement, construction and phasing – including approach to the management of the supply chain and ensuring delivery on time on budget and to the required quality.	20
	7. Outline your appetite for, and approach to, community engagement and consultation, particularly on progressing contentious proposals and/or managing local sensitivities.	10
Financial	8. Describe track record in delivering long term programmes such as Lot A through changing market conditions, for better or worse.	10
	9. Outline how as a developer you would add value to the council's plans at both the tender stage and through the delivery of the programme	10
	10. Describe your capacity to the deliver the programme across various (and often not co-located) sites. Include how you would ensure momentum is not lost over the 6-10 year period and how you would maintain a strong and constructive partnership with Southwark and its various stakeholders.	

Blacklists Regulation Questions (Sent 3 December 2015)

Please confirm the following:

1. Is your organisation currently or has it ever been in breach of the requirements of Regulation 3(1) of the Blacklists Regulations? If so, please respond to questions 2-5 below. [YES/NO]
2. If so please detail the facts and circumstances surrounding each breach of the Blacklists Regulations, including confirmation of when that breach took place.
3. If your organisation has been in breach of section 3(1) of the Blacklists Regulations, please confirm what steps your organisation has taken to repair the harm caused by that breach?
4. Please confirm what, if any, staffing measures have been put in place to avoid reoccurrence of any breach of the Blacklists Regulations.
5. Please confirm what structural and organisational measures your organisation has put in place to avoid any reoccurrence of a breach of the Blacklists Regulations?

Annex 1

The council wishes to ensure that the operators that it invites to tender adhere to good employment practices. In particular, the council wishes to ensure that applicants comply with the requirements of the Employment Relations Act 1999 (Blacklists) Regulations 2010 (the "Blacklists Regulations"). Regulation 3 of the Blacklists Regulations, stipulates that:

- (1) Subject to regulation 4, no person shall compile, use, sell or supply a prohibited list.
- (2) A "prohibited list" is a list which -
 - (a) contains details of persons who are or have been members of trade unions or persons who are taking part or have taken part in the activities of trade unions, and
 - (b) is compiled with a view to being used by employers or employment agencies for the purposes of discrimination in relation to recruitment or in relation to the treatment of workers."

Applicants are referred to the questions listed above - items 1-5.

Applicants should note that disclosure of the information requested in this section will not automatically result in the rejection of your application; however failure to disclose this information may do so.

Applicants should also note that the council may consider the information provided in response to this section in order to determine whether any of the exclusionary criteria in the procurement regulations apply to the applicant. The council will consider the severity and frequency of any breaches of the Blacklists Regulations by the applicant, steps taken to repair the harm done by any breach of the Blacklists Regulations and the steps that the applicant has taken to prevent any reoccurrence of any breach of the Blacklists Regulations.

Applicants should also note that the conditions of contract will also make provision for the compliance by the contractor with employment law and the Blacklists Regulations.

APPENDIX 2

SRPP LOT B RISK TABLE

Risk No.	Identified Risk	Likelihood	Risk Control
1.	Termination of contract before completion	Low	Effective partnership working to identify and mitigate issue that could lead to early termination of contract
2.	New units do not meet Design Guide standards	Low	Effective, early and continual auditing of design proposals against Design Guide standards
3.	Judicial review or other legal challenges delay start/completion of units	Medium	Adherence to process, minimising planning risks and effective communications with stakeholders
4.	Reputational damage to due poor community engagement	Medium	Ownership of the consultation strategy will remain with the council and will be bolstered by additional resources from the developer to ensure effective communication within the partnership and with the community
5.	Mobilisation/construction delayed due unforeseen site issues	Medium	Effective monitoring and early escalation/intervention to ensure that unforeseen issues are quickly resolved to limit impact on programme
6.	Developer becomes insolvent or no longer has the capacity to deliver scheme	Low	The liquidity and capacity of the developer has been examined as part of tender process and further due diligence is being undertaken to confirm their ability to deliver the scheme. Once in contract, their capacity will be regularly monitored
7.	Failure to achieve Section 77 consent for Land at Angel Oak Primary School	Medium	Early engagement with the DfE, adherence to policies around playing fields, robust engagement with the school and local residents

Risk No.	Identified Risk	Likelihood	Risk Control
8.	Developer fails to meet contract conditions around employment and training and marketing new homes to local people	Medium	Regular monitoring of targets, early intervention and escalation in accordance with contract terms
9.	Intermediate and private homes not affordable to local people	Medium	In so much as house price inflation cannot be controlled within the project, build costs and valuations will be closely monitored to keep sale prices as affordable as possible without impacted on scheme viability
10.	Inability to execute development agreement in time to achieve contract results in delay to contract start	Low	The GLA LDP framework restricts the bidders' ability to alter the DA post award.
11.	Additional tax burden	Medium	Further advice on tax planning to be taken and impact kept under review.



Statement of Community Involvement Report

Project Copeland Road Car Park, Peckham, London, SE15 4TP
Job no 2318
Date April 2016
By C Avraamides

Revision
/ May 2016 Issued for Planning

**Contents:**

1.0	Introduction
2.0	Context
3.0	Policy Framework
4.0	Engagement with the public
5.0	Engagement with Council
6.0	Conclusion

Appendices

Appendix A	Public Consultation 1 - Boards Public Consultation 3 - Boards Public Consultation 4 - Boards
Appendix B	Design Review Panel - Boards



1.0 Introduction

- 1.1 This statement of Community Involvement (SCI) has been prepared by Alan Camp Architects on behalf of Southwark Council. It provides details of measures that have been undertaken in the preparation of a planning application in relation to the site at Copeland Road Car Park, Peckham SE15.
- 1.2 This SCI has been prepared in support of the planning application for a 67 unit residential development on the Copeland Road Car Park, currently owned by Southwark Council.
- 1.3 This SCI outlines the applicant's commitment to local community consultation, which has informed the proposals in advance of submitting a full planning application to Southwark Council.

2.0 Site & Context

- 2.1 The site is located at the intersection of Rye Lane, Copeland Road and Heaton Road.
- 2.2 The site is surrounded by two to three storey residential and mixed use properties on the north, while on the south there are mixed use and residential properties up to eight storeys high. On the north boundary the site faces Atwell estate and the Hazel Close amenity space. There are also proposals for a 7 storey mixed use development on the west boundary as well as a proposal for a 7 storey with a setback mixed used development on the south boundary, which has already been approved.
- 2.3 The site has been identified as a proposal site for regeneration PNAAP 7, within the Peckham and Nunhead Area Action Plan, which states that the site acts as a southern gateway to the town centre, providing a possibility of a landmark building up to eight storeys, on the southern corner of the site.
- 2.4 The site has a required land use of Residential use (Class C3) with an indicative capacity of 75 units and needs to retain the service road that provides access to 241 Rye Lane, 223-229 Rye Lane and 213 Rye Lane.

3.0 Policy Framework

- 3.1 The Statement of Community Involvement (SCI) was agreed and adopted on January 29 2008 and forms part of the Local Development Framework for Southwark.
- 3.2 The SCI sets out how and when the community will be involved in the alteration and



development of town planning documents and planning permissions. It ensures that effective community involvement is carried out throughout the planning process. It is a legal (statutory) document that must be complied by all planning processes including the process of agreeing planning documents and making decisions on planning applications.

- 3.3 The Local Development framework for the borough of Southwark is in 'general conformity' with the London Plan, updated in March 2015, which has to be taken into account when planning decisions are taken in any part of London.
- 3.4 The London Plan is in turn compliant with the National Planning Policy Framework, published in March 2012.
- 3.5 The National Planning Policy Framework outlines the overall principles of the Spatial Planning System and the objectives to ensure the delivery of sustainable development. The engagement and involvement of local communities is seen as a key mechanism to achieve this.
- 3.6 Paragraph 155 states; *'Early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses is essential. A wide section of the community should be proactively engaged, so that Local Plans, as far as possible, reflect a collective vision and a set of agreed priorities for the sustainable development of the area, including those contained in any neighbourhood plans that have been made.'*
- 3.7 Paragraph 189 states; *'Local planning authorities have a key role to play in encouraging other parties to take maximum advantage of the pre-application stage. They cannot require that a developer engages with them before submitting a planning application, but they should encourage take-up of any pre-application services they do offer. They should also, where they think this would be beneficial, encourage any applicants who are not already required to do so by law to engage with the local community before submitting their applications.'*
- 3.8 Paragraph 190 states; *'The more issues that can be resolved at pre-application stage, the greater the benefits. For their role in the planning system to be effective and positive, statutory planning consultees will need to take the same early, pro- active approach, and provide advice in a timely manner throughout the development process. This assists local planning authorities in issuing timely decisions, helping to ensure that applicants do not experience unnecessary delays and costs.'*
- 3.9 This statement not only sets out our efforts to incite community involvement within our scheme but also outlines how we accounted for any merits and issues, as suggested by interested local parties.



4.0 Engagement with the public

4.1 The most effective way of consulting with the community was thought to be a public exhibition which would allow local residents to view the proposals and have their say and make any comments in support or against the scheme. The feedback from the consultations has influenced the development from an early stage.

4.2 Public consultation 1 - 30th June 2015

The first public consultation was presented to the local residents on the 30th of June 2015. Approximately 10 people attended the consultation out of which half submitted feedback forms on the day.

4.2.1 In general, residents were in favour of the development, although they were concerned with the density of the development, overshadowing of communal areas and reduced parking spaces. Locals requested that the basketball court already on site is retained or re-provided.

4.2.2 We have positively responded to the comments raised in the consultation regarding density and overshadowing, as well as re-providing the basketball court in the revised layout.

4.3 Public consultation 2 - June 2015

The second public consultation was the online version of the proposals presented in June 2015 that has been published as follow up of the event.

4.3.1 Following the residents consultation we looked at different options to include the existing basketball court into the proposed design. In order to accommodate the number of units lost on the ground and first floor level another storey was introduced on the top of core A, on the southern corner of the site.

4.3.2 Different options were investigated in order to achieve the most appropriate solution that responds to the immediate context of the site, without compromising and overshadowing the communal amenity spaces on the ground floor. A 7 storey proposal with a setback was the preferred option, as it accommodates the units lost, without imposing on the local context of the site. Additionally it matches the amenity space of the approved proposal for 237-247 Rye Lane development to the south of the site.

4.4 Public consultation 3 – 22nd February 2016

The third public consultation took place on the 22nd of February 2016, at Consort Hall in Peckham. Approximately 20 people attended the consultation.

4.4.1 In general, residents were pleased with the proposal. Local residents were happy with the following:



- brick materiality of development
- retaining and improving basketball court
- improving the existing pavement and green area in Hazel Close
- proposing large 1 bed flats rather than studios
- three distinct cores for each tenure
- high percentage of affordable housing provided

4.4.2 Some concerns were raised, with regards to the development like:

- overlooking
- overcrowding
- loss of parking spaces
- loss of communal loading bays

4.4.3 We have positively responded to the above concerns.

- We have responded to overlooking by proposing angled windows on the north elevation of our development to redirect the views. Additionally, proposing new mature trees on Hazel Close green area will provide screening between the terraces and the new development.
- To the concern of overcrowding the council responded that 50% of the affordable housing provided in Copeland road will be used to house the needs of the adjacent housing estates first, before being allocated to new residents.
- The site has a high PTAL rating of 6a, on which planning policy allows for car free developments. We are proposing 3 parking spaces for the wheelchair accessible flats, while the rest is car free as stated by the high PTAL rating. Additionally, there are several car club bays (Zipcar, EasyCar Club) located within close proximity to the site that could serve the transport needs of new and existing residents, see transport map on page 11.
- A loading bay will be provided on Copeland Road which is to be used by the new and existing residents as well.

4.5 **Public consultation 4 – 24th March 2016**

The fourth public consultation containing our final proposal has been published online on the 24th of March 2016, following extensive discussion with the local residents.

4.5.1 The online consultation was open until the 6th of May 2016 for comments and feedback with regards to the Copeland Road Car Park development.

4.5.2 A few concerns were made with regards to the following:

- The size of the development
- Blocking the sunlight to neighbouring properties
- Loss of parking spaces for visitors
- Green spaces
- Crime and antisocial behavior



- Designated spaces for children
- Uncleanliness of the area

4.5.3 We have positively responded to the above concerns.

- The proposal was developed with consideration to the neighbouring properties in terms of massing and overshadowing. The top floor of Core C was relocated onto the top of Core B, reducing the overshadowing on the terraces around Hazel Close. Most of the massing of the proposal is facing Copeland Road, matching the height of the approved development on 237 Rye Lane.
- The site has a high PTAL of 6a, meaning that the site has excellent public transport links. Peckham Rye Station is within a 5 minutes' walk to the site, while Nunhead and Queens Road Peckham stations are also in walking distance, about 15 minutes' walk, making the development easily accessible for residents and visitors.
- We are proposing to improve Hazel Close public area with more designated green areas, more planting and introducing new mature trees, increasing the green areas within the immediate context.
- We have consulted a Secured by Design officer for this proposal, ensuring a safe and compliant development that will increase the feel of security within the area.
- Within the proposal we have designated and secured play areas for children under 5 years old. The basketball court will be retained and improved and the public access to it will be maintained. Additionally the public green areas on Hazel Close can be used by the public as informal play areas for children or as public amenity space.
- Introducing a new development in the area, as well as improving the public amenity spaces will improve the cleanliness of the area.

4.6 Residents meeting - 28th April

On the 28th of April, local residents who didn't have access to the boards presented online had a chance to review the final proposal and express their views on the scheme, from 6:30 to 7:30 pm, at the Umbrella from woman to woman shared space on Rye Lane.



5.0 Engagement with the council

5.1 Internal Council Review - 5th October 2015

The scheme was presented at the Internal Council Review, which took place on the 5th of October, the councils planners also attended.

- 5.1.1 The feedback received was positive with regards to the overall design and the number of units provided. Everyone was pleased with the integration of the existing basketball court into the proposal and the communal amenity spaces provided on the ground floor.
- 5.1.2 A concern was raised with regards to how the basketball court will require acoustic insulation so that it will minimise the disturbance to the residents, due to its close proximity to the flats.
- 5.1.3 We have positively responded to the comments raised in the design review panel by incorporating acoustic barriers onto the basketball court fence on the design submitted for pre-planning application in October 2015.

5.2 Design Review Panel - 7th December 2015

Following the pre-planning application a design review panel took place on the 7th of December 2015, at Southwark council.

- 5.2.1 The panel supported the following points with regards to the proposal:
 - the height of seven storeys with a setback proposed
 - re-providing the basketball court on the site
 - the proposed amount of accommodation
 - architectural approach of brick-clad design and GRC framed punctured windows
 - providing all the cycle storage in the entrances
- 5.2.2 Some concerns were raised, with regards to the proposal, including:
 - Concerns over the public use of the basketball court and the public access around it, which is surrounded by private areas. The panel suggested to relocate the main access to the court from the centre of the site along the public footway.
 - The panel advised to secure the landscape at the centre of the site for the exclusive access and enjoyment of the future occupiers, reinforcing the public route along the side.
 - The footprint of the building should be taken up to the upper levels and the overhanging accommodation removed.
 - Opportunities to provide additional massing on the site in the southern corner, which had been given over to parking and on the northern frontage of the site along Copeland road where the massing had been cut back.



- Ground floor units and entrance halls are set back behind the architectural 'screen' on Copeland road, making them poorly lit and hard to find.
- Provide clear precedents and details for cycle stores.

5.2.3 We have positively responded to the above concerns.

- The main entrance to the basketball court, is accessed from Bournemouth Close footpath. We proposed a secondary entrance accessible for a wheelchair users, accessed from the proposed communal amenity space.
- We propose enclosed landscaped areas for the ground floor communal amenity space and play area for children under five years old.
- We propose a new massing for the development where the ground floor footprint is taken up to the upper floors without an overhang.
- We propose a new massing where Core C is lower while Core B, facing onto Copeland Road, is now taller to accommodate the reduced mass from Core C.
- The architectural screening on the ground floor is less dense, allowing for better lit spaces on the ground floor.
- Clear examples and details for the cycle stores are provided within the Design and Access statement, see page 35.

5.3 On the follow up meeting with Planners and Michael Tsoukaris all the above concerns have been discussed throughout and addressed.



6.0 Conclusion

- 6.1 The proposal has undergone extensive consultation via a series of public exhibitions to the local community, meetings with Southwark Council and a presentation to the Design Review Panel. The general feedback has been positive and the principle of developing the Copeland car park site to a 67 unit residential development supported.
- 6.2 The proposal has evolved to take into account feedback received, which includes:
- A reduction of the total units proposed from the initial design
 - Integration of the existing basketball area, taking into consideration means to reduce the sound and visual impact on new and existing residents.
 - Secured and gated landscaped communal amenity areas on the ground floor.
 - The removal of the overhanging accommodation in the centre of the development.
 - Architectural screening on the east elevation has been reduced to allow maximum light into the rooms behind.
 - North elevation steps down to minimise overshadowing of the terraces facing Hazel Close amenity space.
 - Angled windows are proposed on the north elevation to minimise overlooking onto the terraces facing Hazel Close amenity space.
 - A loading bay has been proposed on Copeland Road.
- 6.3 Further consultation will take place throughout the statutory consultation period on submission of the application. However we hope that in view of the positive feedback received and the changes made in response, the proposal will be supported.



Appendix A

Public Consultation 1 - Boards

About the Copeland Road Car Park Site

Welcome to our exhibition which outlines the initial proposal to redevelop Copeland Road Car Park.

The Masterplan
The site is located towards the south of Peckham town centre and is located within the Peckham Core Action Area. The site's location allows for easy walking distance to Peckham Rye Station and is close to shopping and leisure, making it in ideal location for residential development.

Copeland Road Car Park site, owned by Southwark Council, is identified as PNAAP7, a key proposed development opportunity site in the Peckham and Nunhead Area Action Plan. The action plan fronts the regeneration of the area, setting out policies to ensure new developments support a healthy, safe and prosperous community.

211 / 213 Rye Lane, shown in blue on the map, is being considered for regeneration by a private developer.

What would you love to see here?

What other things should we be considering?

Tell us about the site and area?

What wouldn't you want to see here?

What affect does the site have on the area?

Capacity Study – Copeland Road Car Park Site

- 71 new homes
- 3 Cores
- Providing much needed council homes
- Equal mix of rented, shared ownership and private dwellings
- Providing 1, 2 and 3 bedroom flats
- Height ranging from 3 to 7 storeys
- Proportion of homes will be for wheelchair and disabled users
- Homes will be more energy efficient
- Large areas of landscaping
- Green Roofs and terraces
- Modern design

What's your opinion?

Would you want to live in or next to it?

What would you change?

Have we got the amount of housing right?

Could it go higher?

Or should it be lower?

What do you think about the tenure mix?

How would this impact the area?

What would you keep?

What's missing?



Landscape & Communal areas - Copeland Road Car Park Site



Existing Communal area - Hazel Close



Basketball court - Hazel Close



Potential Environment Improvements

- Large green landscaped areas with mature trees and native plants encouraging biodiversity
- Natural surveillance to provide safe areas for children to play
- New play spaces for under 5's
- Sedum green roofs adding sustainability benefits
- Good maintenance scheme
- Effective lighting to encourage security
- Will be consulting a Secure By Design Officer
- Improving existing green area
- Possible locations of play areas 1-3
- Improvements to Bournemouth Close entrance 4
- Improvements to Copeland Road footpath 5

Where should communal play space be located?

Would you use the landscaped area?

What's your opinion?

What amenities should we provide?

What would you change?

Good Design Principle- Copeland Road Car Park Site



Landmark recessed entrance



Green roof



Communal play areas

- Dual aspect flats
- Good lighting and ventilation
- Landscaped communal areas
- Good natural surveillance
- Large balconies
- Green roof



2 tones of brick



Recessed balconies



Landscaped communal green areas



Public Consultation 3 - Boards

DRAFT

About the Copeland Road Car Park Site

Site Copeland Car Park - NTS

Welcome to the second consultation for the Copeland Road Car Park. We have taken on board resident's comments and planning advice and amended the proposal to re-develop the Car Park.

Site Location
The site is located towards the south of Peckham town centre and is located within the Peckham Core Action Area. The site's location allows for easy walking distance to Peckham Rye Station and is close to shopping and leisure, making it in ideal location for residential development.

Copeland Road Car Park site, owned by Southwark Council, is identified as PNAAP7, a key proposed development opportunity site in the Peckham and Nunhead Area Action Plan. The action plan fronts the regeneration of the area, setting out policies to ensure new developments support a healthy, safe and prosperous community.

Following your feedback from previous public consultations we have included the changes below:

- Integrated the existing basketball/multi-use area, lowered in the new landscape proposal
- Copeland Road elevation is stepping down towards the existing Hazel Close terrace houses
- Less units proposed, 67 units

Indicative Timeline

- Public Consultation 22 February 2016
- Second consultation running online until 29 February 2016
- Final consultation 16 March 2016
- Planning submission March 2016
- Planning Consent Summer 2016
- Completion by Winter 2018

Ground Floor plan - NTS

Existing Site Copeland Car Park

Shared vehicular access road

Existing Site Hazel Close Green Area

Bird Eye view of site

DRAFT

Capacity Study - Copeland Car Park Site

Proposed Ground Floor - NTS

Copeland Road Elevation Proposal

Hazel Close Elevation Proposal

- 67 new homes
- 3 Cores
- Providing much needed council homes
- Equal mix of rented, shared ownership and private dwellings
- Providing 1, 2 and 3 bedroom flats
- Height ranging from 4 to 7 and a set back storeys
- Proportion of homes will be for wheelchair and disabled users
- Homes will be energy efficient
- Large areas of landscaping
- Green Roofs and terraces
- Modern design
- Retained basketball play area

Proposed First, Second, Third Floor

Proposed Fourth Floor

Proposed Fifth Floor

Proposed Sixth Floor

Proposed Seventh Floor



DRAFT

Landscape & Communal areas - Copeland Car Park Site





Existing communal area - Hazel Close



Existing basketball court - Hazel Close



Proposed play area for children under 5 years old



Improved lowered multipurpose court

- New green landscaped areas with mature trees and native plants encouraging biodiversity
- Natural surveillance providing safe areas for children to play
- Sedum green roofs adding sustainability benefits
- Good maintenance scheme
- Effective lighting to encourage security
- Complying with the Secure By Design regulations
- New play spaces for children under 5 years old
- Communal areas for residents
- Improving the existing green area Hazel Close
- Improving Bournemouth Close entrance
- Improvements to Copeland Road footpath
- Improving the existing multipurpose court, lowered in the new landscape design

Where should communal play space be located?

What would you change?

What other things should we be considering?

What's your opinion?

What would you want to see here?

Would you use the multipurpose court?

What amenities should we provide?

What wouldn't you want to see here?


What affect does the site have on the area?



Proposed improvements on communal areas- NTS


DRAFT


Good Design Principles - Copeland Car Park Site




KEY:

- controlled pedestrian routes
- public pedestrian routes
- vehicular routes







Landscaped communal areas



Green Roofs




Communal play areas




Landscaped communal green areas

- Majority Dual aspect flats
- Large balconies
- Good lighting and ventilation
- Landscaped communal areas
- Public Access to multipurpose court and green areas
- Good natural surveillance
- Green roofs
- Communal roof terrace



Recessed balconies



GRC frame



Public Consultation 4 - Boards

Copeland Road Car Park

Introduction
The development site is located in central Peckham, at the intersection of Rye Lane, Copeland Road and Heaton Road on Copeland Road Car Park. Copeland Road Car Park site, owned by Southwark Council, is identified as PNAAPT, a key proposed development opportunity site in the Peckham and Nunhead Area Action Plan. The action plan fronts the regeneration of the area, setting out policies to ensure new developments support a healthy, safe and prosperous community. It benefits from excellent road and rail transport links, contributing to a PTAL rating of 6a.

Currently occupying the site is a car park with capacity of approximately 60 vehicles, and a communal basketball court to the northwest corner. The eastern aspect of the site fronts Copeland Road. At the north of the site, is the Hazel Close green area which we aim to integrate into our scheme. The site is surrounded by two to three storey commercial and residential properties. There is an approved proposal for a mixed use development of 7 storeys and a setback on the south boundary of the site, and a proposal for a 7 storey mixed use development to the west.

The proposal is for:

- 67 residential units
- Arranged over 3 cores
- A range of flat sizes
- Social rented, shared ownership and private apartment
- Wheelchair accessible flats
- Seven storeys with a setback
- Private and communal amenity space
- Re-provision of public amenity space

Copeland Road Car Park

Site Layout
There are three cores proposed. Core A and B are off Copeland Road, while Core C is located off Hazel Close. The three cores lead to an entrance hub at the centre of the site, with landscaped play areas, a communal amenity space and the communal basketball court.

Access
We are proposing to keep the existing vehicular access to the south of site, which allows access to other adjacent sites. We are keeping the existing public access through the site via Bournemouth Close footpath and the Copeland Road footpath onto Hazel Close.

Controlled public access is proposed for the basketball court off the Bournemouth Close footpath, while the proposed play and amenity spaces are gated for the use of new residents. Level access onto the landscaped areas and the communal basketball court is achieved by grading the landscape. All wheelchair flats are located on the ground floor, while all upper floor flats can be accessed via a lift, achieving level access throughout.

Massing
The building is staggered above the fourth storey in order to prevent overshadowing and overlooking to neighbouring properties. This breaks up the mass and provides outdoor spaces and terraces, which add articulation to the elevation.

The proposal is made up of 3 distinct cores, each of them reaching different heights. Core A to the south of the site is 7 storeys high with a setback at the top matching the 7 storey proposal with top-floor amenity space, at 237 Rye Lane. Core B at the north is 5 storeys high, balancing the height difference between neighbouring houses on the north of the site and Core A. Core C to the west of the site is 4 storeys high, balancing the height difference between Core A and B and the existing dwellings on Hazel Close.

Key:

- Play areas
- Communal amenity space
- Private amenity space
- Improved existing public amenity
- Core
- Flats
- Private residential access
- Communal residential access
- Controlled Public pedestrian access
- Loading bay
- Wheelchair access
- Public pedestrian access

Ground Floor Plan - NTS



Copeland Road Car Park

Design:
 Most of the flats are dual aspect to ensure maximum possible daylight and adequate ventilation. All of the proposed flats have private amenity spaces and access to the communal amenity areas. All the dwellings are compliant with Part M, Lifetime Homes standards, London Housing design guide and the South East London Housing Partnership requirements, in order to be able to adapt to the changing needs of the residents.

To comply with bicycle storage provision standards, 108 secure cycle spaces have been provided. Additionally 7 wheelchair accessible units are proposed and 3 disabled access parking bays. A loading bay has been indicated on Copeland Road to accommodate the needs of the existing and new residents.

Following the last consultation, angled windows are proposed on the North elevation to redirect the views. Additionally new mature trees on Hazel Close amenity will minimise overlooking between the new development and existing terraces.

Appearance:
 A simple palette of brick and glass reinforced concrete (GRC), has been chosen to respond to the immediate context and history of the site. Light brown stock brick will be used on the main frame of the proposal to match the context of neighbouring properties, while a dark brown brick is used on the North and set back elements to minimise their impact on the elevation. Varying the brick colour adds to the depth of the elevations.

The scheme introduces texture through metal balustrades, recessed and projected elements on the brickwork. A regular stretcher bond would be used through the majority of the brickwork. Prefabricated brick cladding panels with stacked brick would then be extruded from the recessed panel to form a patterned relief.

Proposed Ground Floor - NTS
 Proposed First Second Third Floor - NTS
 Proposed Fourth Floor - NTS
 Proposed Fifth Floor - NTS
 Proposed Sixth Floor - NTS
 Proposed Seventh Floor - NTS

Copeland Road Car Park

Communal amenity space:
 Two distinct communal amenity spaces have been proposed within the design. A communal landscaped area is proposed on the ground floor, which can be accessed by all three cores, as well as a communal roof terrace on the sixth floor, which can be accessed by Core A.

The communal landscaped area on the ground floor, can be accessed by several routes in order to encourage its use. It is accessed by the three cores, the Bourne-mouth Close footpath on the north and via the existing shared road on the south of the site, creating a central hub on the site. The communal area is located between the proposed development and the neighbouring properties allowing for natural surveillance.

A path around the outside perimeter provides level access to all ground floor flats, while creating pockets of vegetation, planting and play areas. The communal landscaped area will be maintained by Southwark council.

There are two proposed distinct, gated natural play areas for children under 5 years old within the site.

Basketball court:
 Within the site there is currently a communal basketball court, which we propose to relocate in the proposed landscape. A new basketball court will be provided that will be used by people of all ages and abilities, encouraging social interaction between the residents.

The improved basketball court has been lowered by 1m into the ground with ramps leading into the court that allow a level access and minimise the sound transmission onto the neighbouring properties.

Retaining wall is raised in certain areas at various heights, where the court is closest to the flats, reducing the transmission of sound. Using acoustic bricks and gabions creates a feature wall that blends in with the proposal. Additionally, using panels made of recycled rubber, on the retaining wall surface within the court enhances the sound absorption of the wall, as well as creating a safer surface for children to play.

Key:
 play areas for children under 5 years old
 communal amenity area
 access

Proposed Lowered Basketball Court
 Proposed communal amenity area
 Ground Floor Plan - NTS - Internal courtyard
 Proposed play area for children under 5 years old



Copeland Road Car Park

Access and servicing

Existing access
The site is currently a former school site, located on the corner of Copeland Road and...
There is currently a narrow access point to the site from the north side of the road, between the school and the site. This access point is the only access to the site from the north side of the road. The site is currently a former school site, located on the corner of Copeland Road and...
We are looking to keep this access point as a main access point to the site, but we are also looking to create a new access point to the site from the south side of the road.

Proposed access
The proposed access point is located on the corner of Copeland Road and...
We are looking to keep this access point as a main access point to the site, but we are also looking to create a new access point to the site from the south side of the road.

Driveway
The proposed driveway is located on the corner of Copeland Road and...
We are looking to keep this driveway as a main driveway to the site, but we are also looking to create a new driveway to the site from the south side of the road.

Legend

- Proposed Access Point
- Proposed Driveway
- Proposed Parking Space
- Proposed Cycle Space
- Proposed Green Space
- Proposed Building Footprint
- Proposed Building Height
- Proposed Building Use
- Proposed Building Orientation
- Proposed Building Form
- Proposed Building Material
- Proposed Building Color
- Proposed Building Detail
- Proposed Building Feature
- Proposed Building Element
- Proposed Building Component
- Proposed Building Part
- Proposed Building Section
- Proposed Building Detail
- Proposed Building Feature
- Proposed Building Element
- Proposed Building Component
- Proposed Building Part
- Proposed Building Section

ALAN CAMP ARCHITECTS

Copeland Road Car Park

Sustainable Living Building

Sustainability

Energy
The proposed building is designed to be a net-zero energy building. This is achieved through a combination of passive design strategies, such as high-performance glazing and thermal mass, and active design strategies, such as solar panels and energy-efficient lighting. The building is also designed to be a net-zero energy building. This is achieved through a combination of passive design strategies, such as high-performance glazing and thermal mass, and active design strategies, such as solar panels and energy-efficient lighting.

Water
The proposed building is designed to be a net-zero water building. This is achieved through a combination of passive design strategies, such as rainwater harvesting and greywater recycling, and active design strategies, such as water-efficient fixtures and appliances. The building is also designed to be a net-zero water building. This is achieved through a combination of passive design strategies, such as rainwater harvesting and greywater recycling, and active design strategies, such as water-efficient fixtures and appliances.

Materials
The proposed building is designed to be a net-zero carbon building. This is achieved through a combination of passive design strategies, such as high-performance glazing and thermal mass, and active design strategies, such as solar panels and energy-efficient lighting. The building is also designed to be a net-zero carbon building. This is achieved through a combination of passive design strategies, such as high-performance glazing and thermal mass, and active design strategies, such as solar panels and energy-efficient lighting.

Green
The proposed building is designed to be a net-zero carbon building. This is achieved through a combination of passive design strategies, such as high-performance glazing and thermal mass, and active design strategies, such as solar panels and energy-efficient lighting. The building is also designed to be a net-zero carbon building. This is achieved through a combination of passive design strategies, such as high-performance glazing and thermal mass, and active design strategies, such as solar panels and energy-efficient lighting.

ALAN CAMP ARCHITECTS

APPENDIX 3 – SRPP LOT B COMMUNITY IMPACT STATEMENT (2)

Statement of Community Involvement Peckham Library Square

Community Consultation

6.1.1 Paragraph 66 of the National Planning Policy Framework (NPPF) states that: “Applicants will be expected to work closely with those directly affected by their proposals to evolve designs that take account of the views of the community. Proposals that can demonstrate this in developing the design of the new development should be looked on more favourably”.

6.1.2 The scheme has been presented to the public through a number of means. These are as follows:

6.1.3 A series of public workshops held from December 2014 to November 2015, inviting members of the local community to come and meet the team and share their views on the proposals and discuss topics such as building use, scale, massing, materials and landscape.

6.1.4 These events were advertised through social media and flyers were sent to between approx. 500 and 1500 local residents and businesses for each workshop and targeted at differing local neighbourhoods, alongside advertising of dates in local media such as Peckham Peculiar (circulation of 8000 copies in SE15 and readership of tens of thousands). These events, chaired by Carl Turner Architects (CTA) and members of Southwark Regeneration Team, were very well attended and the feedback gathered informed and shaped our final proposals.

6.1.5 Information from these public consultations was also published on the website (www.peckamsquare.co.uk), so that those unable to attend the events in person could stay informed on the project’s development. This website was set up, describing the project and enabling visitors to leave comments and suggestions on what uses they wish to see in the development. Information provided by visitors was used to develop and refine the mix of uses in the proposals. In addition, the website allowed users to sign up to the mailing list to and be updated on the upcoming events. Social media such as twitter (@peckham_square) and Facebook page (Peckham Square Co-Design) were also set up.

6.1.6 An internal stakeholder meeting took place at Peckham Library on Thursday 11 December 2014. The initial public consultation was held on the evening of Thursday 18 December 2014 at 89 Peckham High Street (Peckham Platform which is part of the application site). Comments were taken on board and a follow-up consultation was held on 29th January 2015 at Peckham Library which gave the team an opportunity to present the revised designs back to the community.

6.1.7 CTA met with local youth groups and local traders to understand key issues for people using the Square and to balance these with the needs of the Council to refurbish and extend existing adjacent buildings.

6.1.8 The third public consultation workshop was held on Wednesday 4 March at Bells Gardens Community Centre. An exhibition of proposals was displayed in the Library Foyer from 17th to 27th March and guided tours led by CTA were given on Friday 20 and Saturday 21 March. Further public workshops were held on Thursday 23 July and 3 September at Peckham Library and on Wednesday 30 September and 9 November at Bells Gardens Community Centre.

Item No. 18.	Classification: Open	Date: 20 September 2016	Meeting Name: Cabinet
Report title:		Motions Referred from Council Assembly	
Ward(s) or groups affected:		All	
From:		Council Assembly	

RECOMMENDATION

1. That the cabinet considers the motions set out in the appendices attached to the report.

BACKGROUND INFORMATION

2. Council assembly at its meeting on Wednesday 13 July 2016 agreed several motions and these stand referred to the cabinet for consideration.
3. The cabinet is requested to consider the motions referred to it. Any proposals in a motion are treated as a recommendation only. The final decisions of the cabinet will be reported back to the next meeting of council assembly. When considering a motion, cabinet can decide to:
 - Note the motion; *or*
 - Agree the motion in its entirety, *or*
 - Amend the motion; *or*
 - Reject the motion.

KEY ISSUES FOR CONSIDERATION

4. In accordance with council assembly procedure rule 2.10.6, the attached motions were referred to the cabinet. The cabinet will report on the outcome of its deliberations upon the motions to a subsequent meeting of council assembly.
5. The constitution allocates responsibility for particular functions to council assembly, including approving the budget and policy framework, and to the cabinet for developing and implementing the budget and policy framework and overseeing the running of council services on a day-to-day basis.
6. Any key issues, such as policy, community impact or funding implications are included in the advice from the relevant chief officer.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council agenda	Report on the council's website	Virginia Wynn-Jones Constitutional Team 020 7525 7055
Link: http://modern.gov.southwark.gov.uk/ieListDocuments.aspx?CId=132&MId=5431&Ver=4		

APPENDICES

Number	Title
Appendix 1	Tackling the housing crisis
Appendix 2	Motor neurone disease charter
Appendix 3	School funding in Southwark
Appendix 4	Tax compliance and procurement
Appendix 5	A Cinderella Line
Appendix 6	Condemning hate crime
Appendix 7	Rights of EU citizens
Appendix 8	Motor Neurone Disease Charter

AUDIT TRAIL

Lead Officer	Chidilim Agada, Constitutional Manager (Acting)	
Report Author	Virginia Wynn-Jones, Constitutional Officer	
Version	Final	
Dated	8 September 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Chief Executive	Yes	No
Strategic Director of Environment and Leisure	Yes	No
Strategic Director of Finance and Governance	No	No
Director of Law and Democracy	Yes	Yes
Cabinet Member	No	No
Date final report sent to Constitutional Team	8 September 2016	

TACKLING THE HOUSING CRISIS

1. Council assembly recognises the role of local authorities in tackling the housing crisis, to ensure that there are enough decent affordable homes for all of our residents.
2. Council assembly welcomes the steps that this administration is taking to ensure Southwark plays its role in solving the housing crisis, including:
 - Building 11,000 new council homes, with the first 1,500 delivered by 2018
 - Ensuring that local residents benefit directly by reserving half of all the new council homes for residents on the housing waiting list who live in the local area
 - Ensuring the delivery of truly affordable homes by securing over 35% affordable homes in new developments last year, with over 50% of these for social rent
 - Improving the quality of 15,000 council homes, spending £480m to make every council home warm, dry and safe and ensuring every council tenant has a quality kitchen and bathroom
 - Introducing a private-rented sector licensing scheme to raise standards in private rented housing and protect the 1 in 4 families in Southwark who rent privately.
3. Council assembly recognises that at a time when the Conservative government has slashed funding for new affordable homes, it is more important than ever to hold developers to account and secure as many affordable homes as possible, and therefore welcomes the new rules introduced by this administration to make viability assessments public for all new developments.
4. Council assembly welcomes the new Mayor of London's bold plan to deliver the homes that Londoners need, including supporting councils to enforce clear, new rules to maximise the affordable housing in new developments and the option to set local affordable housing targets.
5. Council assembly condemns the government for pushing through its disastrous Housing and Planning Act despite fierce opposition by local councils including Southwark and for refusing to accept concessions to limit the impact of 'pay to stay' on council tenants and to ensure that any high value council homes sold are replaced in the same area.
6. Council assembly recognises that the government's 'Starter Homes' contained in this act will not be affordable for most Southwark residents, and calls on the cabinet to work with the Mayor of London to explore alternatives for low cost home ownership, to support residents who are struggling to buy their own home.
7. Council assembly recognises that the lack of detail in the legislation about the implementation of the act seriously limits the information and advice that the council can provide to residents, but calls on the cabinet to do everything it can to minimise the impact of this disastrous legislation on Southwark residents and particularly council tenants.
8. Council assembly calls on all councillors to continue to fight the Conservatives' attack on social housing.

MOTOR NEURONE DISEASE CHARTER

1. Council assembly notes that there is a 1 in 300 chance of developing Motor Neurone Disease (MND), a disease that has no cure and kills more than half those diagnosed within two years.
2. Council assembly supports the Motor Neurone Disease Charter, which sets out the care and support that people living with MND and their carers deserve and should expect. The charter identifies five rights for people living with MND and their carers:
 - People with MND have the right to an early diagnosis and information
 - People with MND have the right to high quality care and treatments
 - People with MND have the right to be treated as individuals and with dignity and respect
 - People with MND have the right to maximise their quality of life
 - Carers of people with MND have the right to be valued, respected, listened to and well supported.
3. By adopting the Motor Neurone Disease charter, Council assembly expects Southwark Council to promote the Charter and make it available to all councillors, council staff, partner organisations and health and social care professionals who deliver services for the council.
4. Council assembly calls on cabinet to adopt the Motor Neurone Disease Charter and raise awareness of MND and what good care looks like for those living with this devastating disease, as stated in the charter, and do everything we can as the council to positively influence the quality of life for local people with MND and their carers living in our community.

Note: The Motor Neurone Disease Charter is attached as Appendix 8.

APPENDIX 3**SCHOOL FUNDING IN SOUTHWARK**

1. Council assembly expresses its grave concern about the new schools funding formula being proposed by the government, which could see funding for Southwark schools cut by 20%, which would have a devastating impact on schools in our borough.
2. Council assembly notes that Southwark schools have made dramatic improvements in raising standards and that these unprecedented cuts risk reversing these improvements.
3. Council assembly believes that the government should show a real commitment to the next generation and level up funding for schools outside of London, like the previous Labour government did within London.
4. Council assembly welcomes the government's u-turn on its plans to force all schools to become academies following pressure from local authorities and campaigners, but remains concerned about the government's proposals to forcibly convert 'coasting' or 'failing' schools, despite evidence that intensive support from a local authority can help a struggling school get back on track.
5. Council assembly notes that the government's forced academisation plan would have cost an estimated £1.3bn and calls on the government to instead use this money to provide fair and adequate funding to all schools in the country.
6. Council assembly calls on the cabinet to continue to work with Southwark schools through support and investment to drive improvements and to oppose proposals for any schools to be forced to convert to academy status without the support of local parents and the community.

TAX COMPLIANCE AND PROCUREMENT

1. Council assembly notes that:
 - corporate tax evasion and avoidance are having a damaging impact on the world's poorest countries and the UK's tax revenue that funds vital public services
 - as much as £30bn is lost to UK tax revenues annually through tax evasion and avoidance
 - this practice also has a negative effect on small- and medium-sized companies in Southwark which pay more tax proportionately.
2. Council assembly further notes that:
 - the UK government has taken steps to tackle the issue of tax compliance by issuing 'Procurement Policy Note 03/14' which applies to all central government contracts worth more than £5m
 - the availability of independent means of verifying tax compliance, such as the Fair Tax Mark
 - in early 2015, new regulations required public bodies, including local authorities, to ask procurement qualification questions of all companies for tenders over £173,000 for service contracts and £4m for works contracts.
3. Council assembly welcomes the Corporate Tax Transparency Initiative that the Local Authority Pension Fund Forum is spearheading, which seeks to use the collective shareholder power of Local Authority Pension Funds to influence the companies we part own.
4. Council assembly believes that bidders for Southwark council contracts should be asked to account for their past tax record using the standards in PPN 03/14 rather than the lower standards in the recent regulations for public bodies.
5. Council assembly therefore calls on the cabinet to amend the borough's existing procurement procedures to require all companies bidding for council contracts to self-certify that they are fully tax-compliant in line with central government practice, using the standards in PPN 03/14 in all contracts of the amount specified above.
6. Council assembly also calls on the cabinet to publicise this policy and to report on its implementation annually.

Comments of the Director of Law and Democracy

- (1) The Public Contracts Regulations 2015 (PCR 2015) apply to services, supplies and works contracts within the following EU thresholds: £164,176 and over for the supply of services and supplies and £4,104,394 and over for works contracts.
- (2) Regulations 57 of the PCR 2015 enables the council to take account of a supplier's past tax records during the pre-qualification stage of the procurement exercise and it sets out the mandatory and the discretionary grounds for exclusion of suppliers. The regulation also contains a self cleaning provision mechanism whereby a supplier may provide evidence that despite the existence of mandatory or discretionary grounds, it can demonstrate its reliability and that it has taken compensatory measures to prevent the tax issue happening again.

- (3) The PCR 2015 stipulates that the council must have regard to any guidance issued by the Minister for the Cabinet Office regarding the qualitative selection of suppliers at the pre qualification stage and that any deviation from the guidance issued must be reported by the council to the Cabinet Office explaining the deviation.
- (4) A Crown Commercial Services (CCS) guidance note was published in early 2015 relating to the introduction of a new standard pre-qualification questionnaire (PQQ). The standard PQQ incorporated the tax avoidance measures contained in the PPN 03/14 which applies to central government contracts worth over £5 million. Local authorities if they wish, could apply the same tax measures to their contracts valued over £5 million. Given that Southwark Council would like to apply the PPN 03/14 more widely to all over EU threshold contracts (as opposed to only contracts over £5, million) this would represent a deviation from the CCS guidance and as such would need be reported to the Cabinet Office with an explanation as to the reason for the deviation.

APPENDIX 5

A CINDERELLA LINE

1. Council assembly notes that commuters on the Catford loop stations are facing overcrowding and late running trains at Denmark Hill, Peckham Rye and Nunhead stations.
2. Council assembly further notes that London Bridge station is also facing overcrowding at peak times due to a combination of train service disruptions and ongoing construction work at the station, and that this is leading to further delays and passenger dissatisfaction.
3. Council assembly notes with concern that at peak times trains run at 130 per cent capacity and are only on time 55 per cent of the time.
4. Council assembly welcomes Network Rail's commitment to delivering more train services from 2018 when the works at London Bridge station are complete.
5. Council assembly recognises, however, that urgent improvements are needed before 2018, and calls on the cabinet to lobby Thameslink and Network Rail to take immediate action to deliver:
 - A reliable day to day service
 - All trains in the morning and evening peaks having eight carriages.
6. Council assembly also recognises that Govia Thameslink passengers are suffering currently from strike action and high levels of staff sickness, and supports calls for the company to resolve these issues as well as abandon the new revised timetable on its Southern Trains network meaning 341 fewer services each day and leading to Southwark stations such as East Dulwich having even fewer trains during the morning rush hour compared to the previous already crowded service.
7. Council assembly also calls on the cabinet to join forces with the Cinderella Line Campaign, Lewisham Council and other councils in responding to the forthcoming Department for Transport draft south London timetable for 2018 onwards to provide:
 - At least four trains per hour throughout the day on the Catford Loop with all trains running through to St Pancras, rather than some trains (mainly in the evening) running to Blackfriars only as presently
 - At least four trains per hour throughout the day to Victoria from Nunhead/Peckham Rye/Denmark Hill
 - For services to be evenly spread across the hour rather than bunched together
 - Station standards that match London Overground.
8. Council assembly further calls on the cabinet to supports calls for:
 - Southern Trains executives not to receive their bonuses
 - A new system of passenger refunds for journeys delayed more than 15 and 30 minutes
 - The company to lose their franchise as a result of their ongoing failure to provide a decent service to Southwark residents
 - Suburban rail services to be incorporated into the Transport for London network and for the Southern Trains franchise to be one of the first to be transferred given the ongoing service issues.

9. Council assembly notes that hundreds of Southwark rail services have been cut this week under a new timetable, which follows months of disruption, delays and cancellations for passengers on Southern services.
10. Council assembly notes that the new timetable has only 1-2 services an hour through Peckham Rye and Queens Road to London Bridge and vice versa, which will lead to massive delays, station overcrowding and huge disruption for our residents trying to get to work.
11. Council assembly notes its concern that the new timetable, which has 341 fewer daily services, will compromise passenger safety by leaving remaining trains dangerously overcrowded, and will leave an already unreliable service at breaking point.
12. Council assembly condemns Govia Thameslink Railway (GTR) for failing to provide an adequate and reliable service for passengers and believes that the government should strip GTR of its franchise and allow Transport for London to run the service.

CONDEMNING HATE CRIME

1. We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country. Southwark Council condemns racism, xenophobia and hate crimes unequivocally. All people living in Southwark are valued members of our community and we will not allow hate to become acceptable.
2. Southwark Council works closely with the police and local bodies and organisations to support programmes to fight and prevent hate crimes, including hate crime training and awareness, services and support for victims and taking robust action against perpetrators.
3. Council assembly calls on the cabinet to continue to work with these organisations and take all necessary action to fight and prevent racism and xenophobia and all hate crimes.

RIGHTS OF EU CITIZENS

1. Council assembly notes the 52% rise in hate crime and racial abuse in London reported to the Metropolitan Police since the EU referendum and the need to reassure EU residents in Southwark that the council stands with them against such incidents.
2. Council assembly further notes the level of unease and insecurity expressed by many EU residents about the lack of information about their future residency and working rights in the United Kingdom following the referendum result and how this impacts on the 21,977 registered European Union voters in Southwark and council employees who are EU voters.
3. Council assembly believes the government has so far failed to provide any assurances to EU citizens resident in the United Kingdom that they will have the right to remain in this country and supports calls that this issue should not be used as a bargaining chip in the Government's negotiations on leaving the European Union.
4. Council assembly acknowledges the growing calls for action with over 50,000 people signing a petition nationally calling on the Prime Minister to guarantee the rights of EU citizens in the United Kingdom.
5. Council assembly calls on cabinet to urge the government and the borough's Members of Parliament to support all measures to secure the right to remain for EU citizens in Southwark.



**CHAMPION
THE CHARTER
ON YOUR
DOORSTEP**

the mnda charter

Achieving quality of life, dignity and respect for people with MND and their carers

The MND Charter is a statement of the respect, care and support that people living with motor neurone disease (MND) and their carers deserve, and should expect.

We believe that everyone with a connection to MND, either personally or professionally, should recognise and respect the rights of people with MND as set out in the Charter, and work towards the Charter's vision of the right care, in the right place at the right time.

About MND:

- MND is a fatal, rapidly progressing disease that affects the brain and spinal cord.
- It can leave people locked in a failing body, unable to move, talk and eventually breathe.
- A person's lifetime risk of developing MND is up to one in 300.
- It kills around 30% of people within 12 months of diagnosis, more than 50% within two years.
- It affects people from all communities.
- It has no cure.

Therefore, what matters most is that people with MND receive a rapid response to their needs and good quality care and support, ensuring the highest quality of life as possible and the ability to die with dignity. The MND Charter serves as a tool to help make this happen.

MND is a devastating, complex disease and particularly difficult to manage. We believe that if we get care right for MND we can get it right for other neurological conditions, and save public services money in the long run. But more importantly, we can make a positive difference to the lives of people with MND, their carers and their loved ones.



1

People with MND have the right to an early diagnosis and information

- THIS MEANS:**
- An early referral to a neurologist.
 - An accurate and early diagnosis, given sensitively.
 - Timely and appropriate access to information at all stages of their condition.

There is no diagnostic test for MND – it can only be diagnosed by ruling out other neurological conditions. People with MND can be halfway through their illness before they receive a firm diagnosis.

GPs need to be able to identify the symptoms and signs of a neurological problem and refer directly to a neurologist in order to speed up diagnosis times for MND.

Appropriate tests must be carried out as soon as possible to confirm MND. The diagnosis should be given by a consultant neurologist with knowledge

and experience of treating people with MND¹. The diagnosis should be given sensitively, in private, with the person with MND accompanied by a family member/friend and with time to ask questions. A follow-up appointment with the neurologist should be arranged soon after diagnosis.

At diagnosis people with MND should be offered access to appropriate information and should be informed about the MND Association. Appropriate information should be available at all stages of the person's condition in a language of their choice.

2

People with MND have the right to high quality care and treatments

- THIS MEANS:**
- Access to co-ordinated multidisciplinary care managed by a specialist key worker with experience of MND.
 - Early access to specialist palliative care in a setting of their choice, including equitable access to hospices.
 - Access to appropriate respiratory and nutritional management and support, as close to home as possible.
 - Access to the drug riluzole.
 - Timely access to NHS continuing healthcare when needed.
 - Early referral to social care services.
 - Referral for cognitive assessment, where appropriate.

People with MND may need care provided by health and social care professionals from up to 20 disciplines. This clearly needs co-ordination to work effectively. Co-ordinated care can improve the quality of life of people with MND and provide value for money for the NHS by preventing crises and emergency hospital admissions. The care should be co-ordinated by a specialist key worker with experience of MND who can anticipate needs and ensure they are met on time. Ongoing education for health and social

care professionals is important to reflect advances in healthcare techniques and changes in best practice.

A third of people with MND die within 12 months of diagnosis. Early access to specialist palliative care² soon after diagnosis is therefore vital and should be available in a setting of the person's choice. Some hospices give preferential access to people with a cancer diagnosis. It is important that access is based on need, not diagnosis, so that people with MND have equitable access to hospice care. Hospices can

provide high-quality respite care, which can benefit both the person with MND and their carer.

As MND progresses, the respiratory muscles and muscles of the mouth and throat may be affected. People with MND may therefore need respiratory and nutritional support. It is important that these services are available as close to the person's home as possible so that travelling is minimised and support is available quickly.

In 2001 the National Institute for Health and Care Excellence (NICE) recommended riluzole as a cost-effective drug for people with MND. GPs can be reluctant to prescribe riluzole on cost grounds, despite its NICE-approved status, or to monitor for

side effects during its use. However, it is vital that people with MND have ongoing access to this important treatment.

As the disease progresses, people with MND may need more intensive health care. It is important that people with MND have timely access to NHS continuing healthcare when they need it.

People with MND are likely to need help with getting up, washing, dressing and preparing food as the disease progresses. Access to social care services is therefore important to maintain quality of life. People with MND may also need access to cognitive assessment, as up to half of people with the disease experience changes in cognition.

3

People with MND have the right to be treated as individuals and with dignity and respect

- THIS MEANS:**
- Being offered a personal care plan to specify what care and support they need.
 - Being offered the opportunity to develop an Advance Care Plan to ensure their wishes are met, and appropriate end-of-life care is provided in their chosen setting.
 - Getting support to help them make the right choices to meet their needs when using personalised care options.
 - Prompt access to appropriate communication support and aids.
 - Opportunities to be involved in research if they so wish.

Everyone with MND should be offered a personal care plan³ to specify what care and support they need. The plan should be regularly reviewed as the disease progresses and the person's needs change.

People with MND should be offered the opportunity to develop an Advance Care Plan⁴ to make clear their wishes for future care and support, including any care they do not wish to receive. The plan should be developed with support from a professional with specialist experience and may include preferences for end-of-life care.

Some people with MND will need support to help them make the right choices to meet their needs when using personalised care options, such as personal budgets.

As the disease progresses, some people with MND will experience difficulty speaking. It is important

that people with MND can access speech and language therapy to help them maintain their voice for as long as possible. However, as the disease progresses, people with MND may need access to communication aids including augmentative and alternative communication (AAC)⁵. The ability to communicate is a basic human right. For people with MND, communication support and equipment are vital in order to remain socially active and to communicate their wishes about their care, especially during hospital stays and other medical environments.

Many people with MND value the opportunity to be involved in research as it provides hope that one day an effective treatment will be developed. Everyone with MND who wishes to should be able to participate in research as far as is practicable.

4

People with MND have the right to maximise their quality of life

- THIS MEANS:**
- Timely and appropriate access to equipment, home adaptations, environmental controls, wheelchairs, orthotics and suitable housing.
 - Timely and appropriate access to disability benefits.

People with MND may find their needs change quickly and in order to maximise their quality of life, they may need rapid access to equipment, home adaptations, wheelchairs and suitable housing. These needs should be anticipated so that they are met in a timely way. This is particularly true of wheelchairs which are important for maximising independence and quality of life.

People with MND need timely and appropriate access to disability benefits to help meet the extra costs of living with a disability. Information on appropriate benefits needs to be readily accessible in one place and easily understandable.

5

Carers of people with MND have the right to be valued, respected, listened to and well supported

- THIS MEANS:**
- Timely and appropriate access to respite care, information, counselling and bereavement services.
 - Advising carers that they have a legal right to a Carer's Assessment of their needs¹, ensuring their health and emotional well being is recognised and appropriate support is provided.
 - Timely and appropriate access to benefits and entitlements for carers.

Caring for someone with MND is physically and emotionally demanding. Carers need to be supported in order to maintain their caring role. Every carer should have their needs assessed and given timely and appropriate access to respite care, information, counselling and bereavement services. It is important to support the emotional and physical needs of the

carer in a timely way so that they can continue their caring role.

Carers should also have timely and appropriate access to benefits and entitlements to help manage the financial impact of their caring role.

¹ Recommendation in the NICE guideline on MND.

² Specialist palliative care – palliative care is the active holistic care of patients with progressive illness, including the provision of psychological, social and spiritual support. The aim is to provide the highest quality of life possible for patients and their families. Specialist palliative care is care provided by a specialist multidisciplinary palliative care team.

³ Personal care plan – a plan which sets out the care and treatment necessary to meet a person's needs, preferences and goals of care.

⁴ Advance care plan – a plan which anticipates how a person's condition may affect them in the future and, if they wish, set on record choices about their care and treatment and/or an advance decision to refuse a treatment in specific circumstances so that these can be referred to by those responsible for their care or treatment (whether professional staff or family carers) in the event that they lose capacity to decide or communicate their decision when their condition progresses.

⁵ Augmentative and Alternative Communication (AAC) – is used to describe the different methods that can be used to help people with speech difficulties communicate with others. These methods can be used as an alternative to speech or to supplement it. AAC may include unaided systems such as signing and gesture as well as aided systems such as low tech picture or letter charts through to complex computer technology.



“Many people with MND die without having the right care, not having a suitable wheelchair, not having the support to communicate.

We have got to set a standard so that people like us are listened to and treated with the respect and dignity we deserve.

We have got to stop the ignorance surrounding this disease and have to make sure that when a patient is first diagnosed with MND, they must have access to good, co-ordinated care and services.

One week waiting for an assessment or a piece of equipment is like a year in most people’s lives, because they are an everyday essential to help us live as normal a life as possible and die with dignity”

Liam Dwyer, who is living with MND

For more information:

www.mndassociation.org/mndcharter

Email: campaigns@mndassociation.org

Telephone: 020 7250 8447

We are proud to have the following organisations supporting the MND Charter:

Royal College of General Practitioners

Association of British Neurologists

Royal College of Nursing

Chartered Society of Physiotherapy

College of Occupational Therapists

Royal College of Speech & Language Therapists

British Dietetic Association

MND Association

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www.mndassociation.org

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